

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** 2a48b556e4393694ebe5ec0065bae390

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Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

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**Cc:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>  
**Message-ID:** <E2A353EF-ACF6-43F9-8651-DA0273D7C7C9@pima.edu>  
**MD5:** 0342409b92e293a448097309f4d44a2a

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Theresa Riel

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Pima Community College Board of Governors

**Subject:** Re: Bachelor's Degree Requirement for Student Support Services Personnel  
**Date:** Sat, 8 Aug 2015 23:53:11 -0700  
**From:** PCC <slee58@pima.edu>  
**To:** maria cadaxa <mariacadaxa@yahoo.com>  
**Cc:** "chancellor@pima.edu" <chancellor@pima.edu>, "llambert@pima.edu" <llambert@pima.edu>, "district1@pima.edu" <district1@pima.edu>  
**Message-ID:** <4C1B797D-C4F0-4081-B8A6-07E29F644C0A@pima.edu>  
**MD5:** 9189df8f147f1d5305a32cd70b902020

Hi Maria, thank you so much for your email. I am impressed that you took the time to express your thoughts about the issue of student services staff credentials. It made me happy to know you have been served well by our PCC staff.

I know many staff are concerned about this. I have confidence that Chancellor Lambert will do what is in the best interests of students and the College. I also know that one of his core values is treating others with respect. I am confident we will find a good solution.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Aug 8, 2015, at 10:03 AM, maria cadaxa <[mariacadaxa@yahoo.com](mailto:mariacadaxa@yahoo.com)> wrote:

To the Chancellor and Board members of Pima Community College:

I am a currently enrolled mature student at PCC and would like to protest the unfair recent ruling that all Student Support Services personnel have a Bachelor's Degree.

Having been the beneficiary of Student Support Services as a disabled individual, I attest to the fact that much of the assistance I received was given by clearly capable and compassionate individuals. Many of these were older personnel, possibly lacking a degree but having years of experience, which amply compensates for the non-existence of a piece of paper.

Are you saying that a newbie Bachelor has the same capabilities as a seasoned adviser or support staff, who have been assisting students for many years? Are you saying that classroom lessons are better than the lessons of life and experience?

As a mature student, I have been much better assisted by similarly older staff than by often unhelpful younger people, who fail to comprehend my limitations and struggles in the information age I did not grow up in. There is nothing more encouraging than support staff who are kind and able to orient without condescension; conversely, there is little more discouraging than (un)subtle sneering and hurried explanations that leave one feeling inadequate.

Should you persist in this misguided ruling, please GRANDFATHER in the existing staff and allow the continuance of good services for the benefit of students.

Also, the statement that HLC requires a Bachelor's for Support Staff is patently untrue. Such a lie is a disservice to PCC and its already shaky standing. Do not attempt to shore up the institution you have so far done your best to undermine by further miring it in controversy.

Maria M. Cadaxa  
A00180263  
216 N. 1st Ave.  
Tucson AZ 85719  
520-331-7497

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** 93757992f9d52aa182f28ee7f5238dae

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First let me say that I am so sorry that the issues in your email have caused you such personal distress. Some of these have also kept me up at night.

As I read your concerns, I believe I know the rationale and background of why the decisions were made but I also know that the roll out and communication process on some were flawed.

Perhaps if you are comfortable in doing so, a meeting can be arranged with Lee and Dolores. I think hearing each others perspective would be of great benefit.  
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**Subject:** Re:  
**Date:** Tue, 3 Nov 2015 19:06:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Harp, Donald" <dharp@pima.edu>  
**Message-ID:** <2FD21739-76F0-4DAA-A6B3-2BA4A7DF952C@pima.edu>  
**MD5:** 12a3cdfa5638f8c5e8686a6c9838de3e

Don- thank you so much. Your email is a much needed boost to my morale.

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 5:06 PM, Harp, Donald <[dharp@pima.edu](mailto:dharp@pima.edu)> wrote:

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| **Resistance to change.** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

| **Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

Last week, I caught wind that faculty leadership was planning a vote of no confidence, so I met with Ana Jimenez for 2.5 hours to talk about ways to improve communication, culture and climate and at the end of the conversation I asked point blank if they were planning such a move, and asked her to reconsider. I then met with ACES President Denise Kingman to discuss the same issues, and she said that that group had no idea a vote was being discussed and that they were highly unlikely to support it. Then I went to AFSCME, and Hal told me the same thing as Denise (later that night, however, AFSCME

admin removed him from office---when I spoke yesterday to his replacement, Steve Mendoza, he echoed Hal and Denise's sentiments, but I do believe that Arline Muniz has her own agenda). Staff Council officers are also opposed to such a vote, and we are meeting this week to discuss the situation.

In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

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**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** 5d35929ebca1823fa71f2f97c10f568d

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I am frustrated that so much of what we do here is repetitive and possibly worthless: Attendance Tracker and 45th day enrollment (why are these NOT linked?), the RN enrollment status and student success, our PPP (the Board's abrupt change in POLICY mid semester ) and now our new faculty evaluation procedure (an uncomfortable feeling knowing so many people are doing so much work but the Board may repeat their prior actions- doing away with this new evaluation instrument too! I lost a little faith in the Board), the IT department's email on Fri Oct 30 that was a HORRIBLE waste of so many employees time, our employee credentialing fiasco, and the list goes on and on.

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A few years ago, when the state legislature made it illegal to have PCCEA dues be withdrawn from our paycheck, I had two sons in college at the UA. Each semester I paid \$5,000 - \$7,000 per son per semester. I was BROKE so I never rejoined PCCEA. A few moments ago I did rejoin online and I am so proud of the work that PCCEA and Faculty Senate do for me and my fellow instructors.

<image.png>

Working for Student Success, Learning and a better Pima College.

Theresa Riel

On Tue, Nov 3, 2015 at 8:22 AM, Board of Governors <[boardofgovernors@pima.edu](mailto:boardofgovernors@pima.edu)> wrote:

The Board of Governors wishes to address our Faculty:

With the future of our College at stake at this time in our history, we know that each of you has worked very hard in helping PCC successfully move beyond *Probation status* the past two years. The College's success at our next critical juncture is dependent on building a culture of respect that includes candid and constructive dialogue to solve our collective issues.

As we prepare for the next Higher Learning Commission (HLC) visit in Sept. 2016 to address our *Notice status* (which as you know means the College is still at-risk), it is crucial that we work together to frame our College's future. The future of our College depends on all of us successfully resolving our collective issues and those noted by the HLC and identified in the PCC Self-Study. <https://pima.edu/about-pima/accreditation/index.html>

We ask for your support and courage as we work through long standing complicated issues that were years and even decades in the making. Please know that these issues will not be solved quickly but together we will move forward and Pima will be a *premier* community college.

Pima Community College Board of Governors

**Subject:** Fwd: Staff Council rep to Board  
**Date:** Sun, 20 Dec 2015 10:56:33 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Libby Howell <ehowell1@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Lee Lambert <llambert@pima.edu>  
**Message-ID:** <9DC37DA1-FC5E-4957-9625-9217FA9F4BBE@pima.edu>  
**MD5:** a5fdd0c365f247fb9b9903888a4b4ec4

Here's an email

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)>  
**Date:** November 3, 2015 at 7:06:00 PM MST  
**To:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Subject:** Re:

Don- thank you so much. Your email is a much needed boost to my morale.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 5:06 PM, Harp, Donald <[dharp@pima.edu](mailto:dharp@pima.edu)> wrote:

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a

good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| ***Resistance to change.*** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it*

*difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

**Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

Last week, I caught wind that faculty leadership was planning a vote of no confidence, so I met with Ana Jimenez for 2.5 hours to talk about ways to improve communication, culture and climate and at the end of the conversation I asked point blank if they were planning such a move, and asked her to reconsider. I then met with ACES President Denise Kingman to discuss the same issues, and she said that that group had no idea a vote was being discussed and that they were highly unlikely to support it. Then I went to AFSCME, and Hal told me the same thing as Denise (later that night, however, AFSCME admin removed him from office---when I spoke yesterday to his replacement, Steve Mendoza, he echoed Hal and Denise's sentiments, but I do believe that Arline Muniz has her own agenda). Staff Council officers are also opposed to such a vote, and we are meeting this week to discuss the situation.

In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**

*Science Lab Supervisor*

*Pima Community College*

*West Campus, Room K124*

**520.206.3169**

***Students first!***



**Subject:** Fwd: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:57:12 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Andrea Gauna <agauna@pima.edu>, Gaby De Echavarri <gechavarri@pima.edu>  
**Cc:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>  
**Message-ID:** <E2A353EF-ACF6-43F9-8651-DA0273D7C7C9@pima.edu>  
**MD5:** e96e3d4ae02a2542c111c383a18dc593

Please email this to the Board thank you

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)>  
**Date:** November 4, 2015 at 2:52:00 AM MST  
**To:** "Riel, Theresa" <[triel@pima.edu](mailto:triel@pima.edu)>  
**Cc:** Sylvia Lee <[District3@pima.edu](mailto:District3@pima.edu)>, Lee Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)>, [PCCEAEXEC@pima.edu](mailto:PCCEAEXEC@pima.edu)  
**Subject:** Re: Faculty communiqué

Theresa, thank you for your email to the Board. I really appreciate you reaching out. I am honored to have worked with you when I was at East Campus and I know you care deeply about your students and the College. The Chair generally addresses an email sent to all of us however my response is not representing the Board.

First let me say that I am so sorry that the issues in your email have caused you such personal distress. Some of these have also kept me up at night.

As I read your concerns, I believe I know the rationale and background of why the decisions were made but I also know that the roll out and communication process on some were flawed.

Perhaps if you are comfortable in doing so, a meeting can be arranged with Lee and Dolores. I think hearing each others perspective would be of great benefit.

At the Board Study Session on Monday, I asked Lee and faculty leaders to begin solving these problems collaboratively now. I know he is eager to do so. Your list of concerns is a good starting place. Thank you for having the courage to come forward.

Please feel free to share my response with others if you wish.

Sylvia M. Lee, Ph.D.  
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[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
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On Nov 3, 2015, at 2:43 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

I wish to address my Board of Governors.

I was sitting at the Laundromat last night, filling out the PCCEA survey. I really do appreciate that PCCEA is asking faculty our opinions about so many important issues. I look forward to seeing the aggregate responses!

I wanted to share with you a few of my thoughts.

I am upset that faculty had been concerned and/or upset with our former provost for MONTHS. I am quite certain that the Chancellor was informed of this feeling, possibly even the Board. I heard through the grapevine that an outside person or agency had been procured to determine if any of the complaints against her were founded. A few weeks ago, she was given \$150,000 AFTER she resigned. I think it is unconscionable that I heard we are unable to give her negative evaluations if another educational institution asks us what we think of her!

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Theresa Riel

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Pima Community College Board of Governors

**Subject:** Re: Vote of No Confidence?????  
**Date:** Sun, 1 Nov 2015 23:45:05 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <3BC19279-3B51-4A38-A125-72B46858C72F@pima.edu>  
**MD5:** 3e1b3f6628d20bf49545f96a0221bab8

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious "statement" that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the PERT Grant together; we have "team-taught" a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

**Subject:** Re: Vote of No Confidence?????  
**Date:** Mon, 2 Nov 2015 02:29:54 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <AAB4AB1D-1932-400E-BE60-0567A9DA1655@pima.edu>  
**MD5:** e824e339f853d52d17c1d384d3665ef7

I also should mention the Board will be discussing this at our study session today at 4:30.

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Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

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Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)



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**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** c74bcf9c44609aa2ea67a7f915b302a4

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Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
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faculty and/or our faculty representation.

I appreciate the Board's email below. I fully participate in moving forward. I am concerned that decisions from the Board and from the Chancellor and Provost have NOT been moving us forward!!

I completely appreciate that PCCEA asked the question about a vote of no confidence for the chancellor. I believe that it should have been extended to the Board that hired the Provost and allowed the Chancellor to hire a \$201,000 assistant to do the job that he was hired to do. These were 2 HUGE \$\$\$\$ mistakes in my opinion considering each campus must come up with approximately \$150,000 in savings EACH year for the next 4 years. I have heard other faculty state the same lack of confidence.

A few years ago, when the state legislature made it illegal to have PCCEA dues be withdrawn from our paycheck, I had two sons in college at the UA. Each semester I paid \$5,000 - \$7,000 per son per semester. I was BROKE so I never rejoined PCCEA. A few moments ago I did rejoin online and I am so proud of the work that PCCEA and Faculty Senate do for me and my fellow instructors.

<image.png>

Working for Student Success, Learning and a better Pima College.

Theresa Riel

On Tue, Nov 3, 2015 at 8:22 AM, Board of Governors <[boardofgovernors@pima.edu](mailto:boardofgovernors@pima.edu)> wrote:

The Board of Governors wishes to address our Faculty:

With the future of our College at stake at this time in our history, we know that each of you has worked very hard in helping PCC successfully move beyond *Probation status* the past two years. The College's success at our next critical juncture is dependent on building a culture of respect that includes candid and constructive dialogue to solve our collective issues.

As we prepare for the next Higher Learning Commission (HLC) visit in Sept. 2016 to address our *Notice status* (which as you know means the College is still at-risk), it is crucial that we work together to frame our College's future. The future of our College depends on all of us successfully resolving our collective issues and those noted by the HLC and identified in the PCC Self-Study. <https://pima.edu/about-pima/accreditation/index.html>

We ask for your support and courage as we work through long standing complicated issues that were years and even decades in the making. Please know that these issues will not be solved quickly but together we will move forward and Pima will be a *premier* community college.

Pima Community College Board of Governors

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 22:51:58 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Lee D. Lambert" <llambert@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <EB90A48A-EBC1-4425-987F-8F3883CF6289@pima.edu>  
**MD5:** ca586e12a02cd464a870d0e6a42e870c

So do we!!

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 8:19 PM, Lee D. Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)> wrote:

Thanks for sharing. I was in a meeting of faculty at the DC. One of them asked me point blank if I would stay. He said he hoped I'm here when it's his time to retire.

Sent from my iPhone

On Nov 3, 2015, at 19:06, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| ***Resistance to change.*** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to*

*votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

**Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

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In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**

*Science Lab Supervisor*

*Pima Community College*

*West Campus, Room K124*

**520.206.3169**

***Students first!***



**Subject:** Fwd: email from Don Harp  
**Date:** Tue, 3 Nov 2015 19:06:44 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <4988710E-B915-43AF-BC7A-3AB51688AA3B@pima.edu>  
**MD5:** abddda0554ee29b4d1d6fc3454b9010c

In case you didn't see this.

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

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A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we***

**move forward.** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

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| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

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| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| **Resistance to change.** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

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--

**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 20:19:20 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** Sylvia Lee <slee58@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <6419455D-9702-4468-B92F-31770740D48A@pima.edu>  
**MD5:** af993cee067db67422904c91d14ce3ae

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Sent from my iPhone

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In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

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*presidential missteps is the likely cause."*

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**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Fwd: Staff Council rep to Board  
**Date:** Sun, 20 Dec 2015 10:56:33 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Libby Howell <ehowell1@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Lee Lambert <llambert@pima.edu>  
**Message-ID:** <9DC37DA1-FC5E-4957-9625-9217FA9F4BBE@pima.edu>  
**MD5:** c571a4fa1b416c386d784255af2884f2

Here's an email

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)>  
**Date:** November 3, 2015 at 7:06:00 PM MST  
**To:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Subject:** Re:

Don- thank you so much. Your email is a much needed boost to my morale.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 5:06 PM, Harp, Donald <[dharp@pima.edu](mailto:dharp@pima.edu)> wrote:

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**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Re: Vote of No Confidence?????  
**Date:** Sun, 1 Nov 2015 23:45:05 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <3BC19279-3B51-4A38-A125-72B46858C72F@pima.edu>  
**MD5:** 7542757b68a894e39f6ba2bd63b9c9cd

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious "statement" that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the PERT Grant together; we have "team-taught" a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

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**Date:** Wed, 4 Nov 2015 02:57:12 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Andrea Gauna <agauna@pima.edu>, Gaby De Echavarri <gechavarri@pima.edu>  
**Cc:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>  
**Message-ID:** <E2A353EF-ACF6-43F9-8651-DA0273D7C7C9@pima.edu>  
**MD5:** 042d77ec8cd7b08cc94bf05f16299dce

Please email this to the Board thank you

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**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** c3fe43cb15f4ff0c77fda33433429efe

Theresa, thank you for your email to the Board. I really appreciate you reaching out. I am honored to have worked with you when I was at East Campus and I know you care deeply about your students and the College. The Chair generally addresses an email sent to all of us however my response is not representing the Board.

First let me say that I am so sorry that the issues in your email have caused you such personal distress. Some of these have also kept me up at night.

As I read your concerns, I believe I know the rationale and background of why the decisions were made but I also know that the roll out and communication process on some were flawed.

Perhaps if you are comfortable in doing so, a meeting can be arranged with Lee and Dolores. I think hearing each others perspective would be of great benefit.

At the Board Study Session on Monday, I asked Lee and faculty leaders to begin solving these problems collaboratively now. I know he is eager to do so. Your list of concerns is a good starting place. Thank you for having the courage to come forward.

Please feel free to share my response with others if you wish.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 2:43 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

I wish to address my Board of Governors.

I was sitting at the Laundromat last night, filling out the PCCEA survey. I really do appreciate that

PCCEA is asking faculty our opinions about so many important issues. I look forward to seeing the aggregate responses!

I wanted to share with you a few of my thoughts.

I am upset that faculty had been concerned and/or upset with our former provost for MONTHS. I am quite certain that the Chancellor was informed of this feeling, possibly even the Board. I heard through the grapevine that an outside person or agency had been procured to determine if any of the complaints against her were founded. A few weeks ago, she was given \$150,000 AFTER she resigned. I think it is unconscionable that I heard we are unable to give her negative evaluations if another educational institution asks us what we think of her!

I am upset that the college is in financial strains, but we keep spending more money on administrators. We hired an assistant to do the job of the chancellor at a price tag of \$201,000. I heard we are sending the Chancellor to international venues so he can elicit international student interest in PCC. (Did anyone read the article in the NewYorkTimes Education Life magazine this weekend about international students at the Community College level around the country?)

I am upset that unilateral decisions have been made over the last 2 semesters that impact GREATLY the success of my students. Students were allowed to register until the 8th of Sept, against all documentation that this is a faulty practice, to ameliorate the effects of the bus strike. I would propose that PIR investigate how many of those students that signed up late are actually passing classes!! Also the syllabus template is a disaster!! I do not mind using a template, but it should be a GREAT one if that is ALL that our students will receive from their instructors! Thirdly, my students received an email last Tuesday stating the the College's tuition payment policies have changed and may impact them as early as the 19th of Nov! We should have given more notice! Lastly, all of the policies and practices are contradictory: we cancel classes weeks before the semester starts but we want to increase enrollment, we need to cut adjunct salaries to manage our budget but we need those instructors to teach the students (adjunct faculty versus full time numbers have always been low at PCC), we have no extra money but we are filling formerly vacant positions with administrators.

I am frustrated that so much of what we do here is repetitive and possibly worthless: Attendance Tracker and 45th day enrollment (why are these NOT linked?), the RN enrollment status and student success, our PPP (the Board's abrupt change in POLICY mid semester ) and now our new faculty evaluation procedure (an uncomfortable feeling knowing so many people are doing so much work but the Board may repeat their prior actions- doing away with this new evaluation instrument too! I lost a little faith in the Board), the IT department's email on Fri Oct 30 that was a HORRIBLE waste of so many employees time, our employee credentialing fiasco, and the list goes on and on.

I am upset that the Chancellor had mentioned during his speech at ALL College Day that we should NOT talk badly about one another, but then I hear so often that he publicly makes negative comments about

faculty and/or our faculty representation.

I appreciate the Board's email below. I fully participate in moving forward. I am concerned that decisions from the Board and from the Chancellor and Provost have NOT been moving us forward!!

I completely appreciate that PCCEA asked the question about a vote of no confidence for the chancellor. I believe that it should have been extended to the Board that hired the Provost and allowed the Chancellor to hire a \$201,000 assistant to do the job that he was hired to do. These were 2 HUGE \$\$\$\$ mistakes in my opinion considering each campus must come up with approximately \$150,000 in savings EACH year for the next 4 years. I have heard other faculty state the same lack of confidence.

A few years ago, when the state legislature made it illegal to have PCCEA dues be withdrawn from our paycheck, I had two sons in college at the UA. Each semester I paid \$5,000 - \$7,000 per son per semester. I was BROKE so I never rejoined PCCEA. A few moments ago I did rejoin online and I am so proud of the work that PCCEA and Faculty Senate do for me and my fellow instructors.

<image.png>

Working for Student Success, Learning and a better Pima College.

Theresa Riel

On Tue, Nov 3, 2015 at 8:22 AM, Board of Governors <[boardofgovernors@pima.edu](mailto:boardofgovernors@pima.edu)> wrote:

The Board of Governors wishes to address our Faculty:

With the future of our College at stake at this time in our history, we know that each of you has worked very hard in helping PCC successfully move beyond *Probation status* the past two years. The College's success at our next critical juncture is dependent on building a culture of respect that includes candid and constructive dialogue to solve our collective issues.

As we prepare for the next Higher Learning Commission (HLC) visit in Sept. 2016 to address our *Notice status* (which as you know means the College is still at-risk), it is crucial that we work together to frame our College's future. The future of our College depends on all of us successfully resolving our collective issues and those noted by the HLC and identified in the PCC Self-Study. <https://pima.edu/about-pima/accreditation/index.html>

We ask for your support and courage as we work through long standing complicated issues that were years and even decades in the making. Please know that these issues will not be solved quickly but together we will move forward and Pima will be a *premier* community college.

Pima Community College Board of Governors

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 20:19:20 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** Sylvia Lee <slee58@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <6419455D-9702-4468-B92F-31770740D48A@pima.edu>  
**MD5:** ecae446fec632ff94be159ad5febee72

Thanks for sharing. I was in a meeting of faculty at the DC. One of them asked me point blank if I would stay. He said he hoped I'm here when it's his time to retire.

Sent from my iPhone

On Nov 3, 2015, at 19:06, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.



This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| ***Resistance to change.*** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

| ***Militant unions.*** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than*

*presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my *personal opinion*, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

Last week, I caught wind that faculty leadership was planning a vote of no confidence, so I met with Ana Jimenez for 2.5 hours to talk about ways to improve communication, culture and climate and at the end of the conversation I asked point blank if they were planning such a move, and asked her to reconsider. I then met with ACES President Denise Kingman to discuss the same issues, and she said that that group had no idea a vote was being discussed and that they were highly unlikely to support it. Then I went to AFSCME, and Hal told me the same thing as Denise (later that night, however, AFSCME admin removed him from office---when I spoke yesterday to his replacement, Steve Mendoza, he echoed Hal and Denise's sentiments, but I do believe that Arline Muniz has her own agenda). Staff Council officers are also opposed to such a vote, and we are meeting this week to discuss the situation.

In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Faculty Survey  
**Date:** Mon, 2 Nov 2015 07:03:33 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** Pima Account <District4@pima.edu>, mdurkin2@pima.edu  
**Message-ID:** <318CCA91-F793-42AF-8101-BC1E3CA26CC9@pima.edu>  
**MD5:** 5176bdd4cb8dbeb37ee95cbf771f75e8

Hi Scott and Martha, I wanted to provide you with a brief update on the faculty survey published last Thursday. The survey asks a question related to taking a vote of confidence against the Chancellor. I met with the Board Chair and Board Secretary last Friday regarding next steps.

As a result, this item is on the Board's agenda for today's study session. A statement has been crafted. A draft will be sent out to you later this morning.

If you have any questions please feel free to contact me.

Sincerely,  
Lee

Sent from my iPhone

**Subject:** Re: @PimaNews for July 2, 2015  
**Date:** Fri, 3 Jul 2015 11:30:39 -0700  
**From:** PCC <slee58@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>  
**Message-ID:** <3F9225DD-4EC0-469F-A6EB-C1C242B5EDB4@pima.edu>  
**MD5:** 89eacc995ea241464ed129cb7002a522

I'm back to getting these notices.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Jul 2, 2015, at 11:38 AM, News, Pima <[pimanews@pima.edu](mailto:pimanews@pima.edu)> wrote:

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July 2, 2015

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## Employee Wellness Winners Upcoming events

### College Updates

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GED tests are given on computers and are more expensive than in the past. Taking the test typically costs \$140.

The offer is limited to Pima County residents. To schedule an exam, go to [www.ged.com](http://www.ged.com), and use the promo code PIMAFREE at checkout. Free testing lasts until Nov. 30 or until funds run out.

PCC Adult Education encourages test takers to sign up for a free preparation class, in order to maximize their chances of passing the exam on the first try. Call 520-206-3987 for information.

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"Bringing the World to Pima" is the theme of All College Day 2015, set for Aug. 21.

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Anyone needing special accommodations should call EEO/Affirmative Action & ADA, 206-4539. An area will be reserved for special accommodations, such as interpreters and wheelchairs. If you have any other questions about the event, contact the Office of College Events, 206-4888 or [collegeevents@pima.edu](mailto:collegeevents@pima.edu).

Employees not wishing to attend All College Day must take approved annual leave.

#### **PCC Governing Board Member Marty Cortez Resigns**

On Monday afternoon, Marty Cortez announced her resignation from the Pima Community College Governing Board after more than 20 years of service. She resigned for personal reasons.

She said, "I have full confidence that Chancellor Lambert has and will, with the support of the Board and dedicated College employees, continue to move the College forward in providing educational opportunity for thousands of individuals as well as contributing to the business and economic growth of the community. It has been an honor to have served as a Pima Community College Board member over the years."

Ms. Cortez was first elected in 1994 and served three complete terms on the PCC Board before being re-elected to her most recent term beginning in 2013. Her current term was to expire Dec. 31, 2018.

"We are grateful for Marty's long years of service, and her remarkable commitment to Pima Community College," said PCC Chancellor Lee Lambert.

Arizona law requires the appointment of a successor be made by Pima County Superintendent of Schools Linda Arzoumanian.

***2014-2015 Outstanding Staff, Faculty and Administrator Awards Nominations***

PCC's Human Resources department is seeking nominations for the College's annual awards for outstanding employees. Each year, the College recognizes employee accomplishments with the Outstanding Staff and Faculty awards. This year, an Outstanding Administrator Award has been added. These awards honor regular non-exempt and exempt staff, faculty and administrators for their commitment and major contributions to the College during the past fiscal year. Please use the [attached form](#) to recognize your colleague(s).

Nominations for these awards are due to the Human Resources Office, mail code 1180 or email to [pdaniels@pima.edu](mailto:pdaniels@pima.edu), by 5p.m., July 13. Winners will be announced on Aug. 21 at All College Day. The award recipients will receive a cash award, sponsored by the Pima Community College Foundation, a framed certificate, Kindle and PCC Tumbler.

***Become an OED Training Facilitator***

If you ever have wondered what it would be like to facilitate a professional development workshop or if you enjoy leading discussions on important topics, join the Organizational Effectiveness & Development (OED) team of training facilitators.

OED is seeking people interested in facilitating the topic of Sexual Harassment Awareness. You do not need to be familiar with the content on this topic, as OED will host train-the-trainer sessions to prepare all prospective trainers. Skills needed include the ability to communicate effectively, maintain confidentiality, model ethical behavior and create a positive and encouraging climate of diversity for ideas, questions

and learning. Contact Dena Wakefield, [dmwakefield@pima.edu](mailto:dmwakefield@pima.edu) or 206-4673.

***Policy Review***

Click [here](#) to see the following items available for the 21-day review and comment:

**Draft Board Policies**

BP 2.18 College Compliance

**Draft Administrative Procedures**

- AP 2.18.01 College Compliance Program
- AP 3.10.05 Student Success: Academic Fresh Start
- AP 9.01.04 College-Issued Mobile Device Security

***Pima Reports Upgrades***

The College is in the process of upgrading Pima Reports. To do so, it is necessary to clean up and fix some current issues. On Aug. 3, several changes will occur:

Any shortcuts stored under My Favorites will be removed, and the ability to create new ones will no longer exist. Deleting these shortcuts will not impact any reports; reports will still be accessible through the Pima Reports application. This is required due to security concerns.

Instances of reports that were run more than a year ago will be deleted. Each of these instances take up drive space and removing them will significantly free up resources.

***PCC News Releases and Media Report***

Check out the latest College news releases [here](#) and national, state and local news stories of interest (PCC's Daily Media Report) [here](#).

***@PimaNews Summer Schedule***

The remaining summer schedule for @PimaNews is July 16 and 30, and Aug. 6 and 20. Weekly publication resumes Aug. 27. Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon the Monday prior to that week's publication.

**Employee Wellness Activities**

***Train to Become a Fighting Champion***

Register for a free two-week training program and fitness challenge with Boxing Inc. See [flier](#) for more information.

***Employee Wellness Monthly Update***

Check out the [new monthly update](#) for Employee

Wellness and get involved in upcoming programs.

***Eating Tips***

Learn how to structure your eating environments for successful weight loss and weight management.

See [flier](#) for more information.

***Move More***

Thank you to everyone who took a fit break in June. Continue to take these breaks in July. For more ideas, refer to the suggestions on the Employee Service Center wellness page on the Intranet.

***Employee Wellness Winners***

Congratulations to prize winners Nancy Jimenez, M & S, Erin Coleman, Community Campus, and Marie Mathis, District Office. Participate in [July's wellness screenings](#) for your chance to win a prize.

**Upcoming Events\*#**

**July 31:** PSESI Paramedic Program  
Graduation Ceremony, Aurora  
Auditorium, 29th Street Coalition  
Center, 5:30 p.m.

\*For more information on CFA performances, visit the [Center for the Arts Web page](#) or send an [email](#).

#Call 206-4539 for public accommodation requests and 206-6688 for student accommodations.

@PimaNews is an electronic newsletter for employees of Pima Community College. It is published by the Pima Community College Marketing Office. @PimaNews is published weekly during the semester and every other week during the summer. Back issues are available on the College [website](#). Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon on Monday.



**Subject:** Re: Vote of No Confidence?????  
**Date:** Sun, 1 Nov 2015 23:45:05 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <3BC19279-3B51-4A38-A125-72B46858C72F@pima.edu>  
**MD5:** 0aecd94cab4e3fe32b041a894da6437c

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious "statement" that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the PERT Grant together; we have "team-taught" a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

**Subject:** Re: @PimaNews for July 2, 2015  
**Date:** Fri, 3 Jul 2015 13:46:01 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** PCC <slee58@pima.edu>  
**Message-ID:** <4A102B78-F27A-45D4-B307-224DAFEDCBA8@pima.edu>  
**MD5:** 3c6b57b754d7456ddb6fb255f5a02bf

Excellent.

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Ms. Cortez was first elected in 1994 and served three complete terms on the PCC Board before being re-elected to her most recent term beginning in 2013. Her current term was to expire Dec. 31, 2018.

"We are grateful for Marty's long years of service, and her remarkable commitment to Pima Community College," said PCC Chancellor Lee Lambert.

Arizona law requires the appointment of a successor be made by Pima County Superintendent of Schools Linda Arzoumanian.

***2014-2015 Outstanding Staff, Faculty and Administrator Awards Nominations***

PCC's Human Resources department is seeking nominations for the College's annual awards for outstanding employees. Each year, the College recognizes employee accomplishments with the Outstanding Staff and Faculty awards. This year, an Outstanding Administrator Award has been added. These awards honor regular non-exempt and exempt staff, faculty and administrators for their commitment and major contributions to the College during the past fiscal year. Please use the [attached form](#) to recognize your colleague(s).

Nominations for these awards are due to the Human Resources Office, mail code 1180 or email to [pdaniels@pima.edu](mailto:pdaniels@pima.edu), by 5p.m., July 13. Winners will be announced on Aug. 21 at All College Day. The award recipients will receive a cash award, sponsored by the Pima Community College Foundation, a framed certificate, Kindle and PCC Tumbler.

***Become an OED Training Facilitator***

If you ever have wondered what it would be like to facilitate a professional development workshop or if you enjoy leading discussions on important topics, join the Organizational Effectiveness & Development (OED)

team of training facilitators.

OED is seeking people interested in facilitating the topic of Sexual Harassment Awareness. You do not need to be familiar with the content on this topic, as OED will host train-the-trainer sessions to prepare all prospective trainers. Skills needed include the ability to communicate effectively, maintain confidentiality, model ethical behavior and create a positive and encouraging climate of diversity for ideas, questions and learning. Contact Dena Wakefield, [dmwakefield@pima.edu](mailto:dmwakefield@pima.edu) or 206-4673.

***Policy Review***

Click [here](#) to see the following items available for the 21-day review and comment:

**Draft Board Policies**

BP 2.18 College Compliance

**Draft Administrative Procedures**

- AP 2.18.01 College Compliance Program
- AP 3.10.05 Student Success: Academic Fresh Start
- AP 9.01.04 College-Issued Mobile Device Security

***Pima Reports Upgrades***

The College is in the process of upgrading Pima Reports. To do so, it is necessary to clean up and fix some current issues. On Aug. 3, several changes will occur:

Any shortcuts stored under My Favorites will be removed, and the ability to create new ones will no longer exist. Deleting these shortcuts will not impact any reports; reports will still be accessible through the Pima Reports application. This is required due to security concerns.

Instances of reports that were run more than a year ago will be deleted. Each of these instances take up drive space and removing them will significantly free up resources.

***PCC News Releases and Media Report***

Check out the latest College news releases [here](#) and national, state and local news stories of interest (PCC's Daily Media Report) [here](#).

***@PimaNews Summer Schedule***

The remaining summer schedule for @PimaNews is July 16 and 30, and Aug. 6 and 20. Weekly publication resumes Aug. 27. Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon the Monday prior to that week's publication.

### **Employee Wellness Activities**

#### ***Train to Become a Fighting Champion***

Register for a free two-week training program and fitness challenge with Boxing Inc. See [flir](#) for more information.

#### ***Employee Wellness Monthly Update***

Check out the [new monthly update](#) for Employee Wellness and get involved in upcoming programs.

#### ***Eating Tips***

Learn how to structure your eating environments for successful weight loss and weight management.

See [flir](#) for more information.

#### ***Move More***

Thank you to everyone who took a fit break in June. Continue to take these breaks in July. For more ideas, refer to the suggestions on the Employee Service Center wellness page on the Intranet.

#### ***Employee Wellness Winners***

Congratulations to prize winners Nancy Jimenez, M & S, Erin Coleman, Community Campus, and Marie Mathis, District Office. Participate in [July's wellness screenings](#) for your chance to win a prize.

#### **Upcoming Events\*#**

**July 31:** PSESI Paramedic Program  
Graduation Ceremony, Aurora  
Auditorium, 29th Street Coalition  
Center, 5:30 p.m.

\*For more information on CFA performances, visit the [Center for the Arts Web page](#) or send an [email](#).

#Call 206-4539 for public accommodation requests and 206-6688 for student accommodations.

@PimaNews is an electronic newsletter for employees of Pima Community College. It is published by the Pima Community College Marketing Office. @PimaNews is published weekly during the semester and every other week during the summer. Back issues are available on the College [website](#). Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon on Monday.

**Subject:** Re: Faculty Survey  
**Date:** Mon, 2 Nov 2015 07:07:21 -0700  
**From:** "Durkin, Martha" <mdurkin2@pima.edu>  
**To:** "Lee D. Lambert" <llambert@pima.edu>  
**Message-ID:** <CANttHHvhzOJxvbPamgzZNNiPPSziMngEowAAhmvWnoDdpC9\_-w@mail.gmail.com>  
**MD5:** a17658ffbe2979da3b51034a36924652

Thanks for the heads up.

On Monday, November 2, 2015, Lee D. Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)> wrote:  
Hi Scott and Martha, I wanted to provide you with a brief update on the faculty survey published last Thursday. The survey asks a question related to taking a vote of confidence against the Chancellor. I met with the Board Chair and Board Secretary last Friday regarding next steps.

As a result, this item is on the Board's agenda for today's study session. A statement has been crafted. A draft will be sent out to you later this morning.

If you have any questions please feel free to contact me.

Sincerely,  
Lee

Sent from my iPhone



**Subject:** Re: Vote of No Confidence?????  
**Date:** Mon, 2 Nov 2015 02:29:54 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <AAB4AB1D-1932-400E-BE60-0567A9DA1655@pima.edu>  
**MD5:** 50f0f544fa14f5fb65c46167100e7789

I also should mention the Board will be discussing this at our study session today at 4:30.

On Nov 1, 2015, at 11:45 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your

colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious “statement” that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about you presentation; we are working on the PERT Grant together; we have “team-taught” a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

**Subject:** Fwd: email from Don Harp  
**Date:** Tue, 3 Nov 2015 19:06:44 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <4988710E-B915-43AF-BC7A-3AB51688AA3B@pima.edu>  
**MD5:** b0019550718ac0459d8f775f1c91af5d

In case you didn't see this.

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we***

**move forward.** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| **Resistance to change.** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

| **Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

Last week, I caught wind that faculty leadership was planning a vote of no confidence, so I met with Ana Jimenez for 2.5 hours to talk about ways to improve communication, culture and climate and at the end of the conversation I asked point blank if they were planning such a move, and asked her to reconsider. I then met with ACES President Denise Kingman to discuss the same issues, and she said that that group had no idea a vote was being discussed and that they were highly unlikely to support it. Then I went to AFSCME, and Hal told me the same thing as Denise (later that night, however, AFSCME admin removed him from office---when I spoke yesterday to his replacement, Steve Mendoza, he echoed Hal and Denise's sentiments, but I do believe that Arline Muniz has her own agenda). Staff Council officers are also opposed to such a vote, and we are meeting this week to discuss the situation.

In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 20:58:38 -0700  
**From:** sperez45@pima.edu  
**To:** Sylvia Lee <slee58@pima.edu>  
**Cc:** Lee Lambert <llambert@pima.edu>  
**Message-ID:** <13B0C47B-4DF7-4AC4-8303-DE81AB54F155@pima.edu>  
**MD5:** e9ae07f302f084e8014642a6b18d7456

Thank you so much for sharing...I have been working closely w/Don on All College Council & find him to be a strong & solid faculty leader.I will be attending Faculty Senate on Friday on behalf of ELT & it will be interesting to listen to the feedback from the week's events...Stella

Sent from my iPhone

On Nov 3, 2015, at 7:06 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

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| ***Resistance to change.*** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

| ***Militant unions.*** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more*

*than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

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<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

Last week, I caught wind that faculty leadership was planning a vote of no confidence, so I met with Ana Jimenez for 2.5 hours to talk about ways to improve communication, culture and climate and at the end of the conversation I asked point blank if they were planning such a move, and asked her to reconsider. I then met with ACES President Denise Kingman to discuss the same issues, and she said that that group had no idea a vote was being discussed and that they were highly unlikely to support it. Then I went to AFSCME, and Hal told me the same thing as Denise (later that night, however, AFSCME admin removed him from office---when I spoke yesterday to his replacement, Steve Mendoza, he echoed Hal and Denise's sentiments, but I do believe that Arline Muniz has her own agenda). Staff Council officers are also opposed to such a vote, and we are meeting this week to discuss the situation.

In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**  
Science Lab Supervisor  
Pima Community College  
West Campus, Room K124  
**520.206.3169**

***Students first!***



**Subject:** Re: Faculty Survey  
**Date:** Mon, 2 Nov 2015 09:36:53 -0700  
**From:** "Stewart, Scott" <district4@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>  
**Cc:** mdurkin2@pima.edu  
**Message-ID:** <CABBQMEfricTpOnNDV\_qxBr5B5ukNJ\_Ys9UR3ZXtbf\_kPjHFVaA@mail.gmail.com>  
**MD5:** 28b7a2a355550d397fbe49b81abfe028

Perhaps a reciprocal vote re pcea is in order. On Nov 2, 2015 7:03 AM, "Lee D. Lambert" <[llambert@pima.edu](mailto:llambert@pima.edu)> wrote:

Hi Scott and Martha, I wanted to provide you with a brief update on the faculty survey published last Thursday. The survey asks a question related to taking a vote of confidence against the Chancellor. I met with the Board Chair and Board Secretary last Friday regarding next steps.

As a result, this item is on the Board's agenda for today's study session. A statement has been crafted. A draft will be sent out to you later this morning.

If you have any questions please feel free to contact me.

Sincerely,  
Lee

Sent from my iPhone

**Subject:** Re: Bachelor's Degree Requirement for Student Support Services Personnel  
**Date:** Sat, 8 Aug 2015 23:53:11 -0700  
**From:** PCC <slee58@pima.edu>  
**To:** maria cadaxa <mariacadaxa@yahoo.com>  
**Cc:** "chancellor@pima.edu" <chancellor@pima.edu>, "llambert@pima.edu" <llambert@pima.edu>, "district1@pima.edu" <district1@pima.edu>  
**Message-ID:** <4C1B797D-C4F0-4081-B8A6-07E29F644C0A@pima.edu>  
**MD5:** e51f91c8e6ee2859fc6288ee92662f94

Hi Maria, thank you so much for your email. I am impressed that you took the time to express your thoughts about the issue of student services staff credentials. It made me happy to know you have been served well by our PCC staff.

I know many staff are concerned about this. I have confidence that Chancellor Lambert will do what is in the best interests of students and the College. I also know that one of his core values is treating others with respect. I am confident we will find a good solution.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Aug 8, 2015, at 10:03 AM, maria cadaxa <[mariacadaxa@yahoo.com](mailto:mariacadaxa@yahoo.com)> wrote:

To the Chancellor and Board members of Pima Community College:

I am a currently enrolled mature student at PCC and would like to protest the unfair recent ruling that all Student Support Services personnel have a Bachelor's Degree.

Having been the beneficiary of Student Support Services as a disabled individual, I attest to the fact that much of the assistance I received was given by clearly capable and compassionate individuals. Many of these were older personnel, possibly lacking a degree but having years of experience, which amply compensates for the non-existence of a piece of paper.

Are you saying that a newbie Bachelor has the same capabilities as a seasoned adviser or support staff, who have been assisting students for many years? Are you saying that classroom lessons are better than the lessons of life and experience?

As a mature student, I have been much better assisted by similarly older staff than by often unhelpful younger people, who fail to comprehend my limitations and struggles in the information age I did not grow up in. There is nothing more encouraging than support staff who are kind and able to orient without condescension; conversely, there is little more discouraging than (un)subtle sneering and hurried explanations that leave one feeling inadequate.

Should you persist in this misguided ruling, please GRANDFATHER in the existing staff and allow the continuance of good services for the benefit of students.

Also, the statement that HLC requires a Bachelor's for Support Staff is patently untrue. Such a lie is a disservice to PCC and its already shaky standing. Do not attempt to shore up the institution you have so far done your best to undermine by further miring it in controversy.

Maria M. Cadaxa  
A00180263  
216 N. 1st Ave.  
Tucson AZ 85719  
520-331-7497

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 22:51:58 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Lee D. Lambert" <llambert@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <EB90A48A-EBC1-4425-987F-8F3883CF6289@pima.edu>  
**MD5:** 028946754efdbcb68a63d9395fcd54

So do we!!

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 8:19 PM, Lee D. Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)> wrote:

Thanks for sharing. I was in a meeting of faculty at the DC. One of them asked me point blank if I would stay. He said he hoped I'm here when it's his time to retire.

Sent from my iPhone

On Nov 3, 2015, at 19:06, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

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***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

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| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| ***Resistance to change.*** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to*

*votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

**Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

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In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**

Science Lab Supervisor

Pima Community College

West Campus, Room K124

520.206.3169

***Students first!***

**Subject:** Fwd: Staff Council rep to Board  
**Date:** Sun, 20 Dec 2015 10:56:33 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Libby Howell <ehowell1@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Lee Lambert <llambert@pima.edu>  
**Message-ID:** <9DC37DA1-FC5E-4957-9625-9217FA9F4BBE@pima.edu>  
**MD5:** 984671109097928de70e100f3c881b3d

Here's an email

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)>  
**Date:** November 3, 2015 at 7:06:00 PM MST  
**To:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Subject:** Re:

Don- thank you so much. Your email is a much needed boost to my morale.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 5:06 PM, Harp, Donald <[dharp@pima.edu](mailto:dharp@pima.edu)> wrote:

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a



good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

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Thank you for your time and consideration...

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**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** 78f68d79dfed7e3b6fc946905fc93cae

Theresa, thank you for your email to the Board. I really appreciate you reaching out. I am honored to have worked with you when I was at East Campus and I know you care deeply about your students and the College. The Chair generally addresses an email sent to all of us however my response is not representing the Board.

First let me say that I am so sorry that the issues in your email have caused you such personal distress. Some of these have also kept me up at night.

As I read your concerns, I believe I know the rationale and background of why the decisions were made but I also know that the roll out and communication process on some were flawed.

Perhaps if you are comfortable in doing so, a meeting can be arranged with Lee and Dolores. I think hearing each others perspective would be of great benefit.  
At the Board Study Session on Monday, I asked Lee and faculty leaders to begin solving these problems collaboratively now. I know he is eager to do so. Your list of concerns is a good starting place. Thank you for having the courage to come forward.

Please feel free to share my response with others if you wish.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 2:43 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

I wish to address my Board of Governors.

I was sitting at the Laundromat last night, filling out the PCCEA survey. I really do appreciate that

PCCEA is asking faculty our opinions about so many important issues. I look forward to seeing the aggregate responses!

I wanted to share with you a few of my thoughts.

I am upset that faculty had been concerned and/or upset with our former provost for MONTHS. I am quite certain that the Chancellor was informed of this feeling, possibly even the Board. I heard through the grapevine that an outside person or agency had been procured to determine if any of the complaints against her were founded. A few weeks ago, she was given \$150,000 AFTER she resigned. I think it is unconscionable that I heard we are unable to give her negative evaluations if another educational institution asks us what we think of her!

I am upset that the college is in financial strains, but we keep spending more money on administrators. We hired an assistant to do the job of the chancellor at a price tag of \$201,000. I heard we are sending the Chancellor to international venues so he can elicit international student interest in PCC. (Did anyone read the article in the NewYorkTimes Education Life magazine this weekend about international students at the Community College level around the country?)

I am upset that unilateral decisions have been made over the last 2 semesters that impact GREATLY the success of my students. Students were allowed to register until the 8th of Sept, against all documentation that this is a faulty practice, to ameliorate the effects of the bus strike. I would propose that PIR investigate how many of those students that signed up late are actually passing classes!! Also the syllabus template is a disaster!! I do not mind using a template, but it should be a GREAT one if that is ALL that our students will receive from their instructors! Thirdly, my students received an email last Tuesday stating the the College's tuition payment policies have changed and may impact them as early as the 19th of Nov! We should have given more notice! Lastly, all of the policies and practices are contradictory: we cancel classes weeks before the semester starts but we want to increase enrollment, we need to cut adjunct salaries to manage our budget but we need those instructors to teach the students (adjunct faculty versus full time numbers have always been low at PCC), we have no extra money but we are filling formerly vacant positions with administrators.

I am frustrated that so much of what we do here is repetitive and possibly worthless: Attendance Tracker and 45th day enrollment (why are these NOT linked?), the RN enrollment status and student success, our PPP (the Board's abrupt change in POLICY mid semester ) and now our new faculty evaluation procedure (an uncomfortable feeling knowing so many people are doing so much work but the Board may repeat their prior actions- doing away with this new evaluation instrument too! I lost a little faith in the Board), the IT department's email on Fri Oct 30 that was a HORRIBLE waste of so many employees time, our employee credentialing fiasco, and the list goes on and on.

I am upset that the Chancellor had mentioned during his speech at ALL College Day that we should NOT talk badly about one another, but then I hear so often that he publicly makes negative comments about

faculty and/or our faculty representation.

I appreciate the Board's email below. I fully participate in moving forward. I am concerned that decisions from the Board and from the Chancellor and Provost have NOT been moving us forward!!

I completely appreciate that PCCEA asked the question about a vote of no confidence for the chancellor. I believe that it should have been extended to the Board that hired the Provost and allowed the Chancellor to hire a \$201,000 assistant to do the job that he was hired to do. These were 2 HUGE \$\$\$\$ mistakes in my opinion considering each campus must come up with approximately \$150,000 in savings EACH year for the next 4 years. I have heard other faculty state the same lack of confidence.

A few years ago, when the state legislature made it illegal to have PCCEA dues be withdrawn from our paycheck, I had two sons in college at the UA. Each semester I paid \$5,000 - \$7,000 per son per semester. I was BROKE so I never rejoined PCCEA. A few moments ago I did rejoin online and I am so proud of the work that PCCEA and Faculty Senate do for me and my fellow instructors.

<image.png>

Working for Student Success, Learning and a better Pima College.

Theresa Riel

On Tue, Nov 3, 2015 at 8:22 AM, Board of Governors <[boardofgovernors@pima.edu](mailto:boardofgovernors@pima.edu)> wrote:

The Board of Governors wishes to address our Faculty:

With the future of our College at stake at this time in our history, we know that each of you has worked very hard in helping PCC successfully move beyond *Probation status* the past two years. The College's success at our next critical juncture is dependent on building a culture of respect that includes candid and constructive dialogue to solve our collective issues.

As we prepare for the next Higher Learning Commission (HLC) visit in Sept. 2016 to address our *Notice status* (which as you know means the College is still at-risk), it is crucial that we work together to frame our College's future. The future of our College depends on all of us successfully resolving our collective issues and those noted by the HLC and identified in the PCC Self-Study. <https://pima.edu/about-pima/accreditation/index.html>

We ask for your support and courage as we work through long standing complicated issues that were years and even decades in the making. Please know that these issues will not be solved quickly but together we will move forward and Pima will be a *premier* community college.

Pima Community College Board of Governors

**Subject:** Fwd: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:57:12 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Andrea Gauna <agauna@pima.edu>, Gaby De Echavarri <gechavarri@pima.edu>  
**Cc:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>  
**Message-ID:** <E2A353EF-ACF6-43F9-8651-DA0273D7C7C9@pima.edu>  
**MD5:** e46aadf2a08c2b9b4c8b7f0eb8cc2c73

Please email this to the Board thank you

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Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

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**Date:** November 4, 2015 at 2:52:00 AM MST  
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Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
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Pima Community College Board of Governors

**Subject:** Re: Vote of No Confidence?????  
**Date:** Sun, 1 Nov 2015 23:45:05 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <3BC19279-3B51-4A38-A125-72B46858C72F@pima.edu>  
**MD5:** 5364b890e4914ce584885265c3085f63

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious "statement" that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the PERT Grant together; we have "team-taught" a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

**Subject:** Re: Vote of No Confidence?????  
**Date:** Mon, 2 Nov 2015 02:29:54 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <AAB4AB1D-1932-400E-BE60-0567A9DA1655@pima.edu>  
**MD5:** 77e79ae8ab34e965665c5f737d2d2e01

I also should mention the Board will be discussing this at our study session today at 4:30.

On Nov 1, 2015, at 11:45 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

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If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** 475528aa9d0f07b9a8fe6001b200331d

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First let me say that I am so sorry that the issues in your email have caused you such personal distress. Some of these have also kept me up at night.

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Please feel free to share my response with others if you wish.

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Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

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I was sitting at the Laundromat last night, filling out the PCCEA survey. I really do appreciate that

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**Subject:** Re: Faculty Survey  
**Date:** Mon, 2 Nov 2015 07:07:21 -0700  
**From:** "Durkin, Martha" <mdurkin2@pima.edu>  
**To:** "Lee D. Lambert" <llambert@pima.edu>  
**Message-ID:** <CANttHHvhzOJxvbPamgzZNNiPPSziMngEowAAhmvWnoDdpC9\_-w@mail.gmail.com>  
**MD5:** 10d47a2d7a9488a22d96f657dbc48f71

Thanks for the heads up.

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Hi Scott and Martha, I wanted to provide you with a brief update on the faculty survey published last Thursday. The survey asks a question related to taking a vote of confidence against the Chancellor. I met with the Board Chair and Board Secretary last Friday regarding next steps.

As a result, this item is on the Board's agenda for today's study session. A statement has been crafted. A draft will be sent out to you later this morning.

If you have any questions please feel free to contact me.

Sincerely,  
Lee

Sent from my iPhone

**Subject:** Re: Faculty Survey  
**Date:** Mon, 2 Nov 2015 09:36:53 -0700  
**From:** "Stewart, Scott" <district4@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>  
**Cc:** mdurkin2@pima.edu  
**Message-ID:** <CABBQMEfricTpOnNDV\_qxB5r5B5ukNJ\_Ys9UR3ZXtbf\_kPjHFVaA@mail.gmail.com>  
**MD5:** 06e8ff1afd46fc24a225f73a6735b064

Perhaps a reciprocal vote re pcea is in order. On Nov 2, 2015 7:03 AM, "Lee D. Lambert" <[llambert@pima.edu](mailto:llambert@pima.edu)> wrote:

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**Message-ID:** <318CCA91-F793-42AF-8101-BC1E3CA26CC9@pima.edu>  
**MD5:** 23b3b25f5d7aa8455f5c394ddb7c8184

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**Date:** Tue, 3 Nov 2015 18:14:46 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Hanna, Mark" <district1@pima.edu>  
**Message-ID:** <8926628B-DF50-4C37-8D02-71207322EEE3@pima.edu>  
**MD5:** 528114de6c7ef6c51968497a8e86095b

Will do tomorrow.

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On Nov 3, 2015, at 2:55 PM, Hanna, Mark <[district1@pima.edu](mailto:district1@pima.edu)> wrote:

Hi Sylvia,  
She has some concrete issues. Will you respond? I have no problem meeting with her as well but I want to be careful about setting precedent and/or setting the wrong message.  
Mark

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Pima Community College Board of Governors

--

Mark Hanna, M. Ed.  
Board of Governors - District 1

**Subject:** Re: Bachelor's Degree Requirement for Student Support Services Personnel  
**Date:** Sat, 8 Aug 2015 23:53:11 -0700  
**From:** PCC <slee58@pima.edu>  
**To:** maria cadaxa <mariacadaxa@yahoo.com>  
**Cc:** "chancellor@pima.edu" <chancellor@pima.edu>, "llambert@pima.edu" <llambert@pima.edu>, "district1@pima.edu" <district1@pima.edu>  
**Message-ID:** <4C1B797D-C4F0-4081-B8A6-07E29F644C0A@pima.edu>  
**MD5:** 6a0c6fd877ef77fa437606da07738dc8

Hi Maria, thank you so much for your email. I am impressed that you took the time to express your thoughts about the issue of student services staff credentials. It made me happy to know you have been served well by our PCC staff.

I know many staff are concerned about this. I have confidence that Chancellor Lambert will do what is in the best interests of students and the College. I also know that one of his core values is treating others with respect. I am confident we will find a good solution.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Aug 8, 2015, at 10:03 AM, maria cadaxa <[mariacadaxa@yahoo.com](mailto:mariacadaxa@yahoo.com)> wrote:

To the Chancellor and Board members of Pima Community College:

I am a currently enrolled mature student at PCC and would like to protest the unfair recent ruling that all Student Support Services personnel have a Bachelor's Degree.

Having been the beneficiary of Student Support Services as a disabled individual, I attest to the fact that much of the assistance I received was given by clearly capable and compassionate individuals. Many of these were older personnel, possibly lacking a degree but having years of experience, which amply compensates for the non-existence of a piece of paper.

Are you saying that a newbie Bachelor has the same capabilities as a seasoned adviser or support staff, who have been assisting students for many years? Are you saying that classroom lessons are better than the lessons of life and experience?

As a mature student, I have been much better assisted by similarly older staff than by often unhelpful younger people, who fail to comprehend my limitations and struggles in the information age I did not grow up in. There is nothing more encouraging than support staff who are kind and able to orient without condescension; conversely, there is little more discouraging than (un)subtle sneering and hurried explanations that leave one feeling inadequate.

Should you persist in this misguided ruling, please GRANDFATHER in the existing staff and allow the continuance of good services for the benefit of students.

Also, the statement that HLC requires a Bachelor's for Support Staff is patently untrue. Such a lie is a disservice to PCC and its already shaky standing. Do not attempt to shore up the institution you have so far done your best to undermine by further miring it in controversy.

Maria M. Cadaxa  
A00180263  
216 N. 1st Ave.  
Tucson AZ 85719  
520-331-7497

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** c180740cffc22fcc89018c747a5aecba

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First let me say that I am so sorry that the issues in your email have caused you such personal distress. Some of these have also kept me up at night.

As I read your concerns, I believe I know the rationale and background of why the decisions were made but I also know that the roll out and communication process on some were flawed.

Perhaps if you are comfortable in doing so, a meeting can be arranged with Lee and Dolores. I think hearing each others perspective would be of great benefit.

At the Board Study Session on Monday, I asked Lee and faculty leaders to begin solving these problems collaboratively now. I know he is eager to do so. Your list of concerns is a good starting place. Thank you for having the courage to come forward.

Please feel free to share my response with others if you wish.

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On Nov 3, 2015, at 2:43 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

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PCCEA is asking faculty our opinions about so many important issues. I look forward to seeing the aggregate responses!

I wanted to share with you a few of my thoughts.

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**Subject:** Re: Vote of No Confidence?????  
**Date:** Mon, 2 Nov 2015 02:29:54 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <AAB4AB1D-1932-400E-BE60-0567A9DA1655@pima.edu>  
**MD5:** 9b06a181f87e3ab6c92673b0f102e337

I also should mention the Board will be discussing this at our study session today at 4:30.

On Nov 1, 2015, at 11:45 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

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Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your



colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious “statement” that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the PERT Grant together; we have “team-taught” a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

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**Date:** Sun, 1 Nov 2015 23:45:05 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <3BC19279-3B51-4A38-A125-72B46858C72F@pima.edu>  
**MD5:** 794866b3457850bb2256473ab2f11091

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**Subject:** memo faculty  
**Date:** Mon, 2 Nov 2015 16:30:55 -0700  
**From:** Sylvia Lee <sylviale58@gmail.com>  
**To:** mmazanec@pima.edu, Sylvia Lee <slee58@pima.edu>, Sylvia Lee <sylviale58@gmail.com>  
**Message-ID:** <CA+F9zQSniksLVXXMSb+fgk4WNE\_U1SXkZPiOpV6eMo-Bh=9pg@mail.gmail.com>  
**MD5:** 70786d866d568426db27d8e87b54d8a7  
**Attachments:** FACULTY - All DRAFT 2 from BOG 11-2-15.docx 

**Sylvia M. Lee, Ph.D.**  
**Pima Community College**  
**Chair, Board of Governors**  
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[sylviale58@gmail.com](mailto:sylviale58@gmail.com)

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
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**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
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**Date:** Mon, 2 Nov 2015 07:03:33 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** Pima Account <District4@pima.edu>, mdurkin2@pima.edu  
**Message-ID:** <318CCA91-F793-42AF-8101-BC1E3CA26CC9@pima.edu>  
**MD5:** 353a14e0a2daec74961d5eeb135fe535

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As a result, this item is on the Board's agenda for today's study session. A statement has been crafted. A draft will be sent out to you later this morning.

If you have any questions please feel free to contact me.

Sincerely,  
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Sent from my iPhone

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**Date:** Mon, 2 Nov 2015 09:36:53 -0700  
**From:** "Stewart, Scott" <district4@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>  
**Cc:** mdurkin2@pima.edu  
**Message-ID:** <CABBQMEfricTpOnNDV\_qxBr5B5ukNJ\_Ys9UR3ZXtbf\_kPjHFVaA@mail.gmail.com>  
**MD5:** cba18f10d4edfcf3bfc84f64bd517e21

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A few years ago, when the state legislature made it illegal to have PCCEA dues be withdrawn from our paycheck, I had two sons in college at the UA. Each semester I paid \$5,000 - \$7,000 per son per semester. I was BROKE so I never rejoined PCCEA. A few moments ago I did rejoin online and I am so proud of the work that PCCEA and Faculty Senate do for me and my fellow instructors.

<image.png>

Working for Student Success, Learning and a better Pima College.

Theresa Riel

On Tue, Nov 3, 2015 at 8:22 AM, Board of Governors <[boardofgovernors@pima.edu](mailto:boardofgovernors@pima.edu)> wrote:

The Board of Governors wishes to address our Faculty:

With the future of our College at stake at this time in our history, we know that each of you has worked very hard in helping PCC successfully move beyond *Probation status* the past two years. The College's success at our next critical juncture is dependent on building a culture of respect that includes candid and constructive dialogue to solve our collective issues.

As we prepare for the next Higher Learning Commission (HLC) visit in Sept. 2016 to address our *Notice status* (which as you know means the College is still at-risk), it is crucial that we work together to frame our College's future. The future of our College depends on all of us successfully resolving our collective issues and those noted by the HLC and identified in the PCC Self-Study. <https://pima.edu/about-pima/accreditation/index.html>

We ask for your support and courage as we work through long standing complicated issues that were years and even decades in the making. Please know that these issues will not be solved quickly but together we will move forward and Pima will be a *premier* community college.

Pima Community College Board of Governors

**Subject:** Fwd: Staff Council rep to Board  
**Date:** Sun, 20 Dec 2015 10:56:33 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Libby Howell <ehowell1@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Lee Lambert <llambert@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <9DC37DA1-FC5E-4957-9625-9217FA9F4BBE@pima.edu>  
**MD5:** 3184eaafb2c9e9874784a9037d5902

Here's an email

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)>  
**Date:** November 3, 2015 at 7:06:00 PM MST  
**To:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Subject:** Re:

Don- thank you so much. Your email is a much needed boost to my morale.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 5:06 PM, Harp, Donald <[dharp@pima.edu](mailto:dharp@pima.edu)> wrote:

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of

power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| ***"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.***

| ***More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.***

| ***Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.***

| ***The origins of a vote of no confidence are seldom as straightforward as participants allege.***

| ***Resistance to change. It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude***



*or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

**Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

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Thank you for your time and consideration...

--

**Don Harp**

*Science Lab Supervisor*

*Pima Community College*

*West Campus, Room K124*

**520.206.3169**

***Students first!***

**Subject:** Re:  
**Date:** Tue, 3 Nov 2015 19:06:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Harp, Donald" <dharp@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <2FD21739-76F0-4DAA-A6B3-2BA4A7DF952C@pima.edu>  
**MD5:** 82dfe6dd227d356269367dcfb3c280ee

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Sylvia M. Lee, Ph.D. Pima Community College  
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[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

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--

**Don Harp**

*Science Lab Supervisor*

*Pima Community College*

*West Campus, Room K124*

**520.206.3169**

***Students first!***

**Subject:** Re: @PimaNews for July 2, 2015  
**Date:** Fri, 3 Jul 2015 13:46:01 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** PCC <slee58@pima.edu>  
**Message-ID:** <4A102B78-F27A-45D4-B307-224DAFEDCBA8@pima.edu>  
**MD5:** 6e578c31f30ee767f8a60424b05727bd

Excellent.

Sent from my iPhone  
On Jul 3, 2015, at 11:30, PCC <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

I'm back to getting these notices.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Jul 2, 2015, at 11:38 AM, News, Pima <[pimanews@pima.edu](mailto:pimanews@pima.edu)> wrote:

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July 2, 2015

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- | College Updates
  - | Free GED testing Begins at PCC
  - | Save the Date: All College Day 2015 is Aug. 21
  - | PCC Governing Board Member Marty Cortez Resigns
  - | 2014-2015 Outstanding Staff, Faculty and Administrator Awards Nominations
  - | Become a OED Training Facilitator
  - | Policy Review
  - | Pima Reports Upgrades
  - | PCC News Releases and Media

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@PimaNews Summer Schedule

Employee Wellness Activities

Train to Become a Fighting Champion

Employee Wellness Monthly Update

Eating Tips

Move More

Employee Wellness Winners

Upcoming events

**College Updates**

***Free GED® testing Begins at PCC***

Beginning July 1, Pima County residents can take the GED® for free at Pima Community College.

The free testing, available at PCC's High School Equivalency Testing Center at Community Campus, is being made possible by Mayor Jonathan Rothschild and a \$100,000 donation to the PCC Foundation by Wells Fargo, which also is funding scholarships to PCC for 2015 GED graduates, and certification tests for occupational licensing. For more information or to apply, go to the [Mayor's HSE/Scholarship/Certification Fund webpage](#).

GED tests are given on computers and are more expensive than in the past. Taking the test typically costs \$140.

The offer is limited to Pima County residents. To schedule an exam, go to [www.ged.com](http://www.ged.com), and use the promo code PIMAFREE at checkout. Free testing lasts until Nov. 30 or until funds run out.

PCC Adult Education encourages test takers to sign up for a free preparation class, in order to maximize their chances of passing the exam on the first try. Call 520-206-3987 for information.

***Save the Date: All College Day 2015 is Aug. 21***

"Bringing the World to Pima" is the theme of All College Day 2015, set for Aug. 21.

Soon all PCC employees will receive a postcard with information about how to get more details and how to RSVP.

The College is closed all day Aug. 21. Campuses reopen Aug. 22 and all PCC sites resume regular hours Aug. 24. Aug. 26 is the first day of the traditional fall semester.

Anyone needing special accommodations should call EEO/Affirmative Action & ADA, 206-4539. An area will be reserved for special accommodations, such as interpreters and wheelchairs. If you have any other questions about the event, contact the Office of

College Events, 206-4888 or [collegeevents@pima.edu](mailto:collegeevents@pima.edu).

Employees not wishing to attend All College Day must take approved annual leave.

***PCC Governing Board Member Marty Cortez Resigns***

On Monday afternoon, Marty Cortez announced her resignation from the Pima Community College Governing Board after more than 20 years of service. She resigned for personal reasons.

She said, "I have full confidence that Chancellor Lambert has and will, with the support of the Board and dedicated College employees, continue to move the College forward in providing educational opportunity for thousands of individuals as well as contributing to the business and economic growth of the community. It has been an honor to have served as a Pima Community College Board member over the years."

Ms. Cortez was first elected in 1994 and served three complete terms on the PCC Board before being re-elected to her most recent term beginning in 2013. Her current term was to expire Dec. 31, 2018.

"We are grateful for Marty's long years of service, and her remarkable commitment to Pima Community College," said PCC Chancellor Lee Lambert.

Arizona law requires the appointment of a successor be made by Pima County Superintendent of Schools Linda Arzoumanian.

***2014-2015 Outstanding Staff, Faculty and Administrator Awards Nominations***

PCC's Human Resources department is seeking nominations for the College's annual awards for outstanding employees. Each year, the College recognizes employee accomplishments with the Outstanding Staff and Faculty awards. This year, an Outstanding Administrator Award has been added. These awards honor regular non-exempt and exempt staff, faculty and administrators for their commitment and major contributions to the College during the past fiscal year. Please use the [attached form](#) to recognize your colleague(s).

Nominations for these awards are due to the Human Resources Office, mail code 1180 or email to [pdaniels@pima.edu](mailto:pdaniels@pima.edu), by 5p.m., July 13. Winners will be announced on Aug. 21 at All College Day. The award recipients will receive a cash award, sponsored by the Pima Community College Foundation, a framed certificate, Kindle and PCC Tumbler.

***Become an OED Training Facilitator***

If you ever have wondered what it would be like to facilitate a professional development workshop or if you enjoy leading discussions on important topics, join the Organizational Effectiveness & Development (OED)



team of training facilitators.

OED is seeking people interested in facilitating the topic of Sexual Harassment Awareness. You do not need to be familiar with the content on this topic, as OED will host train-the-trainer sessions to prepare all prospective trainers. Skills needed include the ability to communicate effectively, maintain confidentiality, model ethical behavior and create a positive and encouraging climate of diversity for ideas, questions and learning. Contact Dena Wakefield, [dmwakefield@pima.edu](mailto:dmwakefield@pima.edu) or 206-4673.

***Policy Review***

Click [here](#) to see the following items available for the 21-day review and comment:

**Draft Board Policies**

BP 2.18 College Compliance

**Draft Administrative Procedures**

- AP 2.18.01 College Compliance Program
- AP 3.10.05 Student Success: Academic Fresh Start
- AP 9.01.04 College-Issued Mobile Device Security

***Pima Reports Upgrades***

The College is in the process of upgrading Pima Reports. To do so, it is necessary to clean up and fix some current issues. On Aug. 3, several changes will occur:

Any shortcuts stored under My Favorites will be removed, and the ability to create new ones will no longer exist. Deleting these shortcuts will not impact any reports; reports will still be accessible through the Pima Reports application. This is required due to security concerns.

Instances of reports that were run more than a year ago will be deleted. Each of these instances take up drive space and removing them will significantly free up resources.

***PCC News Releases and Media Report***

Check out the latest College news releases [here](#) and national, state and local news stories of interest (PCC's Daily Media Report) [here](#).

***@PimaNews Summer Schedule***

The remaining summer schedule for @PimaNews is July 16 and 30, and Aug. 6 and 20. Weekly publication resumes Aug. 27. Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon the Monday prior to that week's publication.

## **Employee Wellness Activities**

### ***Train to Become a Fighting Champion***

Register for a free two-week training program and fitness challenge with Boxing Inc. See [flir](#) for more information.

### ***Employee Wellness Monthly Update***

Check out the [new monthly update](#) for Employee Wellness and get involved in upcoming programs.

### ***Eating Tips***

Learn how to structure your eating environments for successful weight loss and weight management.

See [flir](#) for more information.

### ***Move More***

Thank you to everyone who took a fit break in June. Continue to take these breaks in July. For more ideas, refer to the suggestions on the Employee Service Center wellness page on the Intranet.

### ***Employee Wellness Winners***

Congratulations to prize winners Nancy Jimenez, M & S, Erin Coleman, Community Campus, and Marie Mathis, District Office. Participate in [July's wellness screenings](#) for your chance to win a prize.

### **Upcoming Events\*#**

**July 31:** PSESI Paramedic Program  
Graduation Ceremony, Aurora  
Auditorium, 29th Street Coalition  
Center, 5:30 p.m.

\*For more information on CFA performances, visit the [Center for the Arts Web page](#) or send an [email](#).

#Call 206-4539 for public accommodation requests and 206-6688 for student accommodations.

@PimaNews is an electronic newsletter for employees of Pima Community College. It is published by the Pima Community College Marketing Office. @PimaNews is published weekly during the semester and every other week during the summer. Back issues are available on the College [website](#). Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon on Monday.

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 20:58:38 -0700  
**From:** sperez45@pima.edu  
**To:** Sylvia Lee <slee58@pima.edu>  
**Cc:** Lee Lambert <llambert@pima.edu>  
**Message-ID:** <13B0C47B-4DF7-4AC4-8303-DE81AB54F155@pima.edu>  
**MD5:** 7e2d8fd52876c0db20b4220ee8d31ace

Thank you so much for sharing...I have been working closely w/Don on All College Council & find him to be a strong & solid faculty leader.I will be attending Faculty Senate on Friday on behalf of ELT & it will be interesting to listen to the feedback from the week's events...Stella

Sent from my iPhone

On Nov 3, 2015, at 7:06 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

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*West Campus, Room K124*

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**Date:** Fri, 3 Jul 2015 11:30:39 -0700  
**From:** PCC <slee58@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <3F9225DD-4EC0-469F-A6EB-C1C242B5EDB4@pima.edu>  
**MD5:** a8b5fc3b5217b6d9cb877035aadee109

I'm back to getting these notices.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Jul 2, 2015, at 11:38 AM, News, Pima <[pimanews@pima.edu](mailto:pimanews@pima.edu)> wrote:

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July 2, 2015

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**College Updates**

***Free GED® testing Begins at PCC***

Beginning July 1, Pima County residents can take the GED® for free at Pima Community College.

The free testing, available at PCC's High School Equivalency Testing Center at Community Campus, is being made possible by Mayor Jonathan Rothschild and a \$100,000 donation to the PCC Foundation by Wells Fargo, which also is funding scholarships to PCC for 2015 GED graduates, and certification tests for occupational licensing. For more information or to apply, go to the [Mayor's HSE/Scholarship/Certification Fund webpage](#).

GED tests are given on computers and are more expensive than in the past. Taking the test typically costs \$140.

The offer is limited to Pima County residents. To schedule an exam, go to [www.ged.com](http://www.ged.com), and use the promo code PIMAFREE at checkout. Free testing lasts until Nov. 30 or until funds run out.

PCC Adult Education encourages test takers to sign up for a free preparation class, in order to maximize their chances of passing the exam on the first try. Call 520-206-3987 for information.

***Save the Date: All College Day 2015 is Aug. 21***

"Bringing the World to Pima" is the theme of All College Day 2015, set for Aug. 21.

Soon all PCC employees will receive a postcard with information about how to get more details and how to RSVP.

The College is closed all day Aug. 21. Campuses reopen Aug. 22 and all PCC sites resume regular hours Aug. 24. Aug. 26 is the first day of the traditional fall semester.

Anyone needing special accommodations should call EEO/Affirmative Action & ADA, 206-4539. An area will be reserved for special accommodations, such as interpreters and wheelchairs. If you have any other questions about the event, contact the Office of College Events, 206-4888 or [collegeevents@pima.edu](mailto:collegeevents@pima.edu).

Employees not wishing to attend All College Day must take approved annual leave.

***PCC Governing Board Member Marty Cortez Resigns***

On Monday afternoon, Marty Cortez announced her resignation from the Pima Community College

Governing Board after more than 20 years of service. She resigned for personal reasons.

She said, "I have full confidence that Chancellor Lambert has and will, with the support of the Board and dedicated College employees, continue to move the College forward in providing educational opportunity for thousands of individuals as well as contributing to the business and economic growth of the community. It has been an honor to have served as a Pima Community College Board member over the years."

Ms. Cortez was first elected in 1994 and served three complete terms on the PCC Board before being re-elected to her most recent term beginning in 2013. Her current term was to expire Dec. 31, 2018.

"We are grateful for Marty's long years of service, and her remarkable commitment to Pima Community College," said PCC Chancellor Lee Lambert.

Arizona law requires the appointment of a successor be made by Pima County Superintendent of Schools Linda Arzoumanian.

***2014-2015 Outstanding Staff, Faculty and Administrator Awards Nominations***

PCC's Human Resources department is seeking nominations for the College's annual awards for outstanding employees. Each year, the College recognizes employee accomplishments with the Outstanding Staff and Faculty awards. This year, an Outstanding Administrator Award has been added. These awards honor regular non-exempt and exempt staff, faculty and administrators for their commitment and major contributions to the College during the past fiscal year. Please use the [attached form](#) to recognize your colleague(s).

Nominations for these awards are due to the Human Resources Office, mail code 1180 or email to [pdaniels@pima.edu](mailto:pdaniels@pima.edu), by 5p.m., July 13. Winners will be announced on Aug. 21 at All College Day. The award recipients will receive a cash award, sponsored by the Pima Community College Foundation, a framed certificate, Kindle and PCC Tumbler.

***Become an OED Training Facilitator***

If you ever have wondered what it would be like to facilitate a professional development workshop or if you enjoy leading discussions on important topics, join the Organizational Effectiveness & Development (OED) team of training facilitators.

OED is seeking people interested in facilitating the topic of Sexual Harassment Awareness. You do not need to be familiar with the content on this topic, as OED will host train-the-trainer sessions to prepare all prospective trainers. Skills needed include the ability to



communicate effectively, maintain confidentiality, model ethical behavior and create a positive and encouraging climate of diversity for ideas, questions and learning. Contact Dena Wakefield, [dmwakefield@pima.edu](mailto:dmwakefield@pima.edu) or 206-4673.

***Policy Review***

Click [here](#) to see the following items available for the 21-day review and comment:

**Draft Board Policies**

BP 2.18 College Compliance

**Draft Administrative Procedures**

AP 2.18.01 College Compliance Program

AP 3.10.05 Student Success: Academic Fresh Start

AP 9.01.04 College-Issued Mobile Device Security

***Pima Reports Upgrades***

The College is in the process of upgrading Pima Reports. To do so, it is necessary to clean up and fix some current issues. On Aug. 3, several changes will occur:

Any shortcuts stored under My Favorites will be removed, and the ability to create new ones will no longer exist. Deleting these shortcuts will not impact any reports; reports will still be accessible through the Pima Reports application. This is required due to security concerns.

Instances of reports that were run more than a year ago will be deleted. Each of these instances take up drive space and removing them will significantly free up resources.

***PCC News Releases and Media Report***

Check out the latest College news releases [here](#) and national, state and local news stories of interest (PCC's Daily Media Report) [here](#).

***@PimaNews Summer Schedule***

The remaining summer schedule for @PimaNews is July 16 and 30, and Aug. 6 and 20. Weekly publication resumes Aug. 27. Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon the Monday prior to that week's publication.

**Employee Wellness Activities**

***Train to Become a Fighting Champion***

Register for a free two-week training program and fitness challenge with Boxing Inc. See [flier](#) for more information.

**Employee Wellness Monthly Update**

Check out the [new monthly update](#) for Employee Wellness and get involved in upcoming programs.

**Eating Tips**

Learn how to structure your eating environments for successful weight loss and weight management.

See [flier](#) for more information.

**Move More**

Thank you to everyone who took a fit break in June. Continue to take these breaks in July. For more ideas, refer to the suggestions on the Employee Service Center wellness page on the Intranet.

**Employee Wellness Winners**

Congratulations to prize winners Nancy Jimenez, M & S, Erin Coleman, Community Campus, and Marie Mathis, District Office. Participate in [July's wellness screenings](#) for your chance to win a prize.

**Upcoming Events\*#**

**July 31:** PSEI Paramedic Program Graduation Ceremony, Aurora Auditorium, 29th Street Coalition Center, 5:30 p.m.

\*For more information on CFA performances, visit the [Center for the Arts Web page](#) or send an [email](#).

#Call 206-4539 for public accommodation requests and 206-6688 for student accommodations.

@PimaNews is an electronic newsletter for employees of Pima Community College. It is published by the Pima Community College Marketing Office. @PimaNews is published weekly during the semester and every other week during the summer. Back issues are available on the College [website](#). Please send announcements and news items – 75 words or shorter – to [pimanews@pima.edu](mailto:pimanews@pima.edu) by noon on Monday.

**Subject:** Re: Faculty communiqué  
**Date:** Tue, 3 Nov 2015 18:14:46 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Hanna, Mark" <district1@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <8926628B-DF50-4C37-8D02-71207322EEE3@pima.edu>  
**MD5:** 49b3dd7f61006c4d0c143c083ddcbda7

Will do tomorrow.

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 2:55 PM, Hanna, Mark <[district1@pima.edu](mailto:district1@pima.edu)> wrote:

Hi Sylvia,  
She has some concrete issues. Will you respond? I have no problem meeting with her as well but I want to be careful about setting precedent and/or setting the wrong message.  
Mark

On Tue, Nov 3, 2015 at 2:43 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

I wish to address my Board of Governors.

I was sitting at the Laundromat last night, filling out the PCCEA survey. I really do appreciate that PCCEA is asking faculty our opinions about so many important issues. I look forward to seeing the aggregate responses!

I wanted to share with you a few of my thoughts.

I am upset that faculty had been concerned and/or upset with our former provost for MONTHS. I am quite certain that the Chancellor was informed of this feeling, possibly even the Board. I heard through the grapevine that an outside person or agency had been procured to determine if any of the complaints against her were founded. A few weeks ago, she was given \$150,000 AFTER she resigned. I think it is unconscionable that I heard we are unable to give her negative evaluations if another educational institution asks us what we think of her!

I am upset that the college is in financial strains, but we keep spending more money on administrators. We hired an assistant to do the job of the chancellor at a price tag of \$201,000. I heard we are sending

the Chancellor to international venues so he can elicit international student interest in PCC. (Did anyone read the article in the NewYorkTimes Education Life magazine this weekend about international students at the Community College level around the country?)

I am upset that unilateral decisions have been made over the last 2 semesters that impact GREATLY the success of my students. Students were allowed to register until the 8th of Sept, against all documentation that this is a faulty practice, to ameliorate the effects of the bus strike. I would propose that PIR investigate how many of those students that signed up late are actually passing classes!! Also the syllabus template is a disaster!! I do not mind using a template, but it should be a GREAT one if that is ALL that our students will receive from their instructors! Thirdly, my students received an email last Tuesday stating the the College's tuition payment policies have changed and may impact them as early as the 19th of Nov! We should have given more notice! Lastly, all of the policies and practices are contradictory: we cancel classes weeks before the semester starts but we want to increase enrollment, we need to cut adjunct salaries to manage our budget but we need those instructors to teach the students (adjunct faculty versus full time numbers have always been low at PCC), we have no extra money but we are filling formerly vacant positions with administrators.

I am frustrated that so much of what we do here is repetitive and possibly worthless: Attendance Tracker and 45th day enrollment (why are these NOT linked?), the RN enrollment status and student success, our PPP (the Board's abrupt change in POLICY mid semester ) and now our new faculty evaluation procedure (an uncomfortable feeling knowing so many people are doing so much work but the Board may repeat their prior actions- doing away with this new evaluation instrument too! I lost a little faith in the Board), the IT department's email on Fri Oct 30 that was a HORRIBLE waste of so many employees time, our employee credentialing fiasco, and the list goes on and on.

I am upset that the Chancellor had mentioned during his speech at ALL College Day that we should NOT talk badly about one another, but then I hear so often that he publicly makes negative comments about faculty and/or our faculty representation.

I appreciate the Board's email below. I fully participate in moving forward. I am concerned that decisions from the Board and from the Chancellor and Provost have NOT been moving us forward!!

I completely appreciate that PCCEA asked the question about a vote of no confidence for the chancellor. I believe that it should have been extended to the Board that hired the Provost and allowed the Chancellor to hire a \$201,000 assistant to do the job that he was hired to do. These were 2 HUGE \$\$\$\$ mistakes in my opinion considering each campus must come up with approximately \$150,000 in savings EACH year for the next 4 years. I have heard other faculty state the same lack of confidence.

A few years ago, when the state legislature made it illegal to have PCCEA dues be withdrawn from our paycheck, I had two sons in college at the UA. Each semester I paid \$5,000 - \$7,000 per son per semester. I was BROKE so I never rejoined PCCEA. A few moments ago I did rejoin online and I am so

proud of the work that PCCEA and Faculty Senate do for me and my fellow instructors.

<image.png>

Working for Student Success, Learning and a better Pima College.

Theresa Riel

On Tue, Nov 3, 2015 at 8:22 AM, Board of Governors <[boardofgovernors@pima.edu](mailto:boardofgovernors@pima.edu)> wrote:

The Board of Governors wishes to address our Faculty:

With the future of our College at stake at this time in our history, we know that each of you has worked very hard in helping PCC successfully move beyond *Probation status* the past two years. The College's success at our next critical juncture is dependent on building a culture of respect that includes candid and constructive dialogue to solve our collective issues.

As we prepare for the next Higher Learning Commission (HLC) visit in Sept. 2016 to address our *Notice status* (which as you know means the College is still at-risk), it is crucial that we work together to frame our College's future. The future of our College depends on all of us successfully resolving our collective issues and those noted by the HLC and identified in the PCC Self-Study. <https://pima.edu/about-pima/accreditation/index.html>

We ask for your support and courage as we work through long standing complicated issues that were years and even decades in the making. Please know that these issues will not be solved quickly but together we

will move forward and Pima will be a *premier* community college.

Pima Community College Board of Governors

--

Mark Hanna, M. Ed.  
Board of Governors - District 1

**Subject:** Fwd: email from Don Harp  
**Date:** Tue, 3 Nov 2015 19:06:44 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <4988710E-B915-43AF-BC7A-3AB51688AA3B@pima.edu>  
**MD5:** 2e3f93f64a23c3359efa09933411ab63

In case you didn't see this.

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| ***"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.***

| ***More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.***

| ***Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.***

| ***The origins of a vote of no confidence are seldom as straightforward as participants allege.***

| ***Resistance to change.*** It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.

| ***Militant unions.*** Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>



Last week, I caught wind that faculty leadership was planning a vote of no confidence, so I met with Ana Jimenez for 2.5 hours to talk about ways to improve communication, culture and climate and at the end of the conversation I asked point blank if they were planning such a move, and asked her to reconsider. I then met with ACES President Denise Kingman to discuss the same issues, and she said that that group had no idea a vote was being discussed and that they were highly unlikely to support it. Then I went to AFSCME, and Hal told me the same thing as Denise (later that night, however, AFSCME admin removed him from office---when I spoke yesterday to his replacement, Steve Mendoza, he echoed Hal and Denise's sentiments, but I do believe that Arline Muniz has her own agenda). Staff Council officers are also opposed to such a vote, and we are meeting this week to discuss the situation.

In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Re: Vote of No Confidence????  
**Date:** Mon, 2 Nov 2015 02:29:54 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <AAB4AB1D-1932-400E-BE60-0567A9DA1655@pima.edu>  
**MD5:** 016c2b9ec7c5fac76c20f7e0d559c6a4

I also should mention the Board will be discussing this at our study session today at 4:30.

On Nov 1, 2015, at 11:45 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious "statement" that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the PERT Grant together; we have "team-taught" a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

**Subject:** Re: Vote of No Confidence?????  
**Date:** Sun, 1 Nov 2015 23:45:05 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Bcc:** jsilvyn@pima.edu, slee58@pima.edu, sperez45@pima.edu  
**Message-ID:** <3BC19279-3B51-4A38-A125-72B46858C72F@pima.edu>  
**MD5:** 4873378b89b3b339984b4b7d18d42312

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

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If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 20:19:20 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** Sylvia Lee <slee58@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <6419455D-9702-4468-B92F-31770740D48A@pima.edu>  
**MD5:** ceaca79d8876a57873cb3bf2ab50670c

Thanks for sharing. I was in a meeting of faculty at the DC. One of them asked me point blank if I would stay. He said he hoped I'm here when it's his time to retire.

Sent from my iPhone

On Nov 3, 2015, at 19:06, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

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This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

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| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

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Thank you for your time and consideration...

--

**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***



**Subject:** Re: Bachelor's Degree Requirement for Student Support Services Personnel  
**Date:** Sat, 8 Aug 2015 23:53:11 -0700  
**From:** PCC <slee58@pima.edu>  
**To:** maria cadaxa <mariacadaxa@yahoo.com>  
**Cc:** "chancellor@pima.edu" <chancellor@pima.edu>, "llambert@pima.edu" <llambert@pima.edu>, "district1@pima.edu" <district1@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <4C1B797D-C4F0-4081-B8A6-07E29F644C0A@pima.edu>  
**MD5:** a71ff09751efde798c4268a4b9221561

Hi Maria, thank you so much for your email. I am impressed that you took the time to express your thoughts about the issue of student services staff credentials. It made me happy to know you have been served well by our PCC staff.

I know many staff are concerned about this. I have confidence that Chancellor Lambert will do what is in the best interests of students and the College. I also know that one of his core values is treating others with respect. I am confident we will find a good solution.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Aug 8, 2015, at 10:03 AM, maria cadaxa <[mariacadaxa@yahoo.com](mailto:mariacadaxa@yahoo.com)> wrote:

To the Chancellor and Board members of Pima Community College:

I am a currently enrolled mature student at PCC and would like to protest the unfair recent ruling that all Student Support Services personnel have a Bachelor's Degree.

Having been the beneficiary of Student Support Services as a disabled individual, I attest to the fact that much of the assistance I received was given by clearly capable and compassionate individuals. Many of these were older personnel, possibly lacking a degree but having years of experience, which amply compensates for the non-existence of a piece of paper.

Are you saying that a newbie Bachelor has the same capabilities as a seasoned adviser or support staff, who have been assisting students for many years? Are you saying that classroom lessons are better than the lessons of life and experience?

As a mature student, I have been much better assisted by similarly older staff than by often unhelpful younger people, who fail to comprehend my limitations and struggles in the information age I did not grow up in. There is nothing more encouraging than support staff who are kind and able to orient without condescension; conversely, there is little more discouraging than (un)subtle sneering and

hurried explanations that leave one feeling inadequate.

Should you persist in this misguided ruling, please GRANDFATHER in the existing staff and allow the continuance of good services for the benefit of students.

Also, the statement that HLC requires a Bachelor's for Support Staff is patently untrue. Such a lie is a disservice to PCC and its already shaky standing. Do not attempt to shore up the institution you have so far done your best to undermine by further miring it in controversy.

Maria M. Cadaxa  
A00180263  
216 N. 1st Ave.  
Tucson AZ 85719  
520-331-7497

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 22:51:58 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Lee D. Lambert" <llambert@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <EB90A48A-EBC1-4425-987F-8F3883CF6289@pima.edu>  
**MD5:** 16b92e1d1ca55f5049bd2a3149b62d62

So do we!!

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 8:19 PM, Lee D. Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)> wrote:

Thanks for sharing. I was in a meeting of faculty at the DC. One of them asked me point blank if I would stay. He said he hoped I'm here when it's his time to retire.

Sent from my iPhone

On Nov 3, 2015, at 19:06, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings

from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

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***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| ***"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.***

| ***More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.***

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| ***The origins of a vote of no confidence are seldom as straightforward as participants allege.***

| ***Resistance to change.*** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs,*

*shifting to pay for performance- frequently ignites a sense of outrage leading to votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

**Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

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In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**  
Science Lab Supervisor  
Pima Community College  
West Campus, Room K124

**520.206.3169**

***Students first!***

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 22:25:40 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** sperez45@pima.edu  
**Bcc:** slee58@pima.edu  
**Message-ID:** <F9F6DE90-051F-4874-B26D-BBF21205A5B7@pima.edu>  
**MD5:** 56e2aaa53ca8855d451e936cac945507

Don is wonderful. Don is on Staff Council as an FYI - he is a supervisor of the science labs at WC

On Nov 3, 2015, at 8:58 PM, [sperez45@pima.edu](mailto:sperez45@pima.edu) wrote:

Thank you so much for sharing...I have been working closely w/Don on All College Council & find him to be a strong & solid faculty leader.

I will be attending Faculty Senate on Friday on behalf of ELT & it will be interesting to listen to the feedback from the week's events...Stella

Sent from my iPhone

On Nov 3, 2015, at 7:06 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

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***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

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<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

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--

**Don Harp**  
Science Lab Supervisor  
Pima Community College  
West Campus, Room K124  
**520.206.3169**

***Students first!***

**Subject:** Fwd: Re: Staff Council rep to Board  
**Date:** Wed, 4 Nov 2015 09:11:15 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** mommy <sylviale58@gmail.com>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <0FA87061-4DBA-4B0F-AE8F-1B6B2F45C14D@pima.edu>  
**MD5:** 057299f40fbdeebb1acc730bfd9334fd

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)>  
**Date:** November 3, 2015 at 7:06:00 PM MST  
**To:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Subject:** Re:

Don- thank you so much. Your email is a much needed boost to my morale.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

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**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** memo faculty  
**Date:** Mon, 2 Nov 2015 16:30:55 -0700  
**From:** Sylvia Lee <sylvialee58@gmail.com>  
**To:** mmazanec@pima.edu, Sylvia Lee <slee58@pima.edu>, Sylvia Lee <sylvialee58@gmail.com>  
**Message-ID:** <CA+F9zQSniksLVXXMSb+fgk4WNE\_U1SXkZPiOpV6eMo-Bh=9pg@mail.gmail.com>  
**MD5:** ec0441381e2635ce7bfbf1d600cd64f9  
**Attachments:** FACULTY - All DRAFT 2 from BOG 11-2-15.docx 

**Sylvia M. Lee, Ph.D.**  
**Pima Community College**  
**Chair, Board of Governors**  
**520 271-2914**  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)

**Subject:** DRAFT 2 - All Faculty Communique from BOG 11-2-15  
**Date:** Mon, 2 Nov 2015 02:06:46 -0700  
**From:** Sylvia Lee <sylvialee58@gmail.com>  
**To:** "Lambert, Lee" <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>, Mark Hanna <mark@markhanna.com>, Gaby De Echavarri <gechavarri@pima.edu>, Andrea Gauna <agauna@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <CA+F9zQQ0e7KepU4PJ6QBFDWnJrd5wvnedp=5kGaO8D5H4SRgRA@mail.gmail.com>  
**MD5:** f7636a1f6171db6cbaceb70037ed1d55  
**Attachments:** FACULTY - All DRAFT 2 from BOG 11-2-15.docx 

Here is DRAFT 2 for your review and input.

Andrea and Gaby please send this out to the Full-Board ASAP. I would like to request that the study session be conducted around tables with Microphones for discussion on the floor of the Board room.

I want to be able to edit this document as we discuss it so that final draft will be available to vote on. I will bring my laptop.

Can you please inform Dolores if she has handouts to also project the info on the big screen.

Thanks

**Sylvia M. Lee, Ph.D.**  
**Pima Community College**  
**Chair, Board of Governors**  
**520 271-2914**  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Bcc:** dcerda@pima.edu, slee58@pima.edu, mark@markhanna.com, sperez45@pima.edu, jsilvyn@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** e321a6314017d90ce3bfe352f1beb4a5

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Perhaps if you are comfortable in doing so, a meeting can be arranged with Lee and Dolores. I think hearing each others perspective would be of great benefit.  
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Please feel free to share my response with others if you wish.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 2:43 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

I wish to address my Board of Governors.



I was sitting at the Laundromat last night, filling out the PCCEA survey. I really do appreciate that PCCEA is asking faculty our opinions about so many important issues. I look forward to seeing the aggregate responses!

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<image.png>

Working for Student Success, Learning and a better Pima College.

Theresa Riel

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Pima Community College Board of Governors

**Subject:** Fwd: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:57:12 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Andrea Gauna <agauna@pima.edu>, Gaby De Echavarri <gechavarri@pima.edu>  
**Cc:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <E2A353EF-ACF6-43F9-8651-DA0273D7C7C9@pima.edu>  
**MD5:** 055f64776f9c67427973316919851f2f

Please email this to the Board thank you

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)>  
**Date:** November 4, 2015 at 2:52:00 AM MST  
**To:** "Riel, Theresa" <[triel@pima.edu](mailto:triel@pima.edu)>  
**Cc:** Sylvia Lee <[District3@pima.edu](mailto:District3@pima.edu)>, Lee Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)>, [PCCEAEXEC@pima.edu](mailto:PCCEAEXEC@pima.edu)  
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**Date:** Wed, 4 Nov 2015 09:12:24 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** mommy <sylviale58@gmail.com>  
**Bcc:** slee58@pima.edu  
**Message-ID:** <89A10C45-8C4A-42FF-904F-942BDF0605FD@pima.edu>  
**MD5:** c5acdf7efc09d5f911adafb03b070cdb

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
520 271-2914

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**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 22:51:58 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Lee D. Lambert" <llambert@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <EB90A48A-EBC1-4425-987F-8F3883CF6289@pima.edu>  
**MD5:** f1aef28206fb4504246cf114d72a9ea5

So do we!!

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 8:19 PM, Lee D. Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)> wrote:

Thanks for sharing. I was in a meeting of faculty at the DC. One of them asked me point blank if I would stay. He said he hoped I'm here when it's his time to retire.

Sent from my iPhone

On Nov 3, 2015, at 19:06, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| *"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.*

| *More intense economic and competitive pressures demand that presidents and boards lead change that itself often sparks faculty resistance and censure.*

| *Today, by contrast, heat from the faculty senate may signal that the president is making the tough decisions that boards expect and institutions need if they are to prosper and, in some cases, survive.*

| *The origins of a vote of no confidence are seldom as straightforward as participants allege.*

| ***Resistance to change.*** *It comes as little surprise that painful change- reducing or reorganizing departments, laying off employees, cutting budgets, denying pay increases- often sparks faculty animosity. Disturbing the traditional teaching-learning equation- adding many adjunct teachers, developing online programs, shifting to pay for performance- frequently ignites a sense of outrage leading to*

*votes of no confidence as well. In another, far less publicized situation in which the faculty complained about the president's communication style and word choice, an external reviewer could find little basis for faculty critiques of a president's attitude or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

**Militant unions.** *Collective bargaining and a faculty union, particularly one with a militant history, markedly increase the likelihood of presidential censure. In more than half of the 20 cases reviewed for this article, union leaders played a major role in the no-confidence debate and vote ... an overly aggressive culture rather than presidential missteps is the likely cause."*

Again, I strategically cut and paste sections from the article that support my **personal opinion**, and I encourage you to read the article to get a more holistic view of the issues surrounding a vote of no confidence.

<http://agb.org/trusteeship/2012/11/what-confidence-should-boards-give-no-confidence-votes>

Last week, I caught wind that faculty leadership was planning a vote of no confidence, so I met with Ana Jimenez for 2.5 hours to talk about ways to improve communication, culture and climate and at the end of the conversation I asked point blank if they were planning such a move, and asked her to reconsider. I then met with ACES President Denise Kingman to discuss the same issues, and she said that that group had no idea a vote was being discussed and that they were highly unlikely to support it. Then I went to AFSCME, and Hal told me the same thing as Denise (later that night, however, AFSCME admin removed him from office---when I spoke yesterday to his replacement, Steve Mendoza, he echoed Hal and Denise's sentiments, but I do believe that Arline Muniz has her own agenda). Staff Council officers are also opposed to such a vote, and we are meeting this week to discuss the situation.

In closing, I would like to advise the BOG to be wary of giving sole credence or audience to just a select few. Additionally, I would like to point out that when percent of the population is quoted from survey results, we must compare the number of respondents to the total number of employees in that group in order to determine actual values... I am not sure that this is how data has been traditionally presented, so would like to encourage you to fact check my statement just in case my suspicions are correct.

Thank you for your time and consideration...

--

**Don Harp**

*Science Lab Supervisor*

*Pima Community College*

*West Campus, Room K124*

**520.206.3169**

***Students first!***

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 22:25:40 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** sperez45@pima.edu  
**Message-ID:** <F9F6DE90-051F-4874-B26D-BBF21205A5B7@pima.edu>  
**MD5:** 330c63fb353d126fdf2e29eb3abd7c0a

Don is wonderful. Don is on Staff Council as an FYI - he is a supervisor of the science labs at WC

On Nov 3, 2015, at 8:58 PM, [sperez45@pima.edu](mailto:sperez45@pima.edu) wrote:

Thank you so much for sharing...I have been working closely w/Don on All College Council & find him to be a strong & solid faculty leader.

I will be attending Faculty Senate on Friday on behalf of ELT & it will be interesting to listen to the feedback from the week's events...Stella

Sent from my iPhone

On Nov 3, 2015, at 7:06 PM, Sylvia Lee <[slee58@pima.edu](mailto:slee58@pima.edu)> wrote:

In case you didn't see this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

Begin forwarded message:

**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

Dear Chairperson Lee and members of the Board,

I am writing to you today to express my great concern and consternation with the recent rumblings from faculty leadership for a vote of no confidence in our Chancellor, Lee Lambert.

A vote of no confidence should only be considered in egregious cases of extreme neglect or abuse of



power, and so it is absolutely unwarranted in the case of our Chancellor. The Board recently gave him a good report card, and most folks I talk to on the grapevine are happy with his leadership (yes, I know this is anecdotal, but I have not had time to send out a survey yet like PCCEA has done). I personally have worked closely with the Chancellor and so have seen him in action, and he has always exhibited the highest standards of professionalism, tact, fairness and empathy.

This call couldn't come at a worse moment in our history, as we've been given precious little time to prove we are worthy of good standing in the eyes of the HLC. Even discussing the subject of a vote at this time is sheer folly, and could jeopardize our ability to restore accreditation. There seems to be a pattern here at Pima of running people out of town, and it begs the question of what our real underlying cultural issues are....

***It is my great hope that the Board will support our Chancellor and his administrative team as we move forward.*** I am currently rallying supporters from all different employee groups (including faculty) just in case PCCEA moves forward with the vote, but---quite frankly---we are tired of the constant running battles and political maneuvering that distracts us all from our 'real' jobs.

I found this interesting article on votes of no confidence in hopes that you would look it over, but I am cutting/pasting a few items that I **personally** feel are relevant in this situation (link to full article below, which talks about *all* angles, not just the ones I am sharing here):

| ***"As boards and presidents are increasingly in the vanguard of change that disturbs the status quo, they may also find themselves the targets of expressions of concern, censure, and no confidence from faculty members who may be averse to a new order of things or to the manner of bringing it about.***

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*or communication style. The reviewer concluded that faculty members found it difficult to explicitly criticize the president's strategic plan because they had participated in framing it. Lacking a substantive basis for objecting, they turned to an ad hominem critique of the president and his manner.*

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Thank you for your time and consideration...

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**Don Harp**

*Science Lab Supervisor*

*Pima Community College*

*West Campus, Room K124*

**520.206.3169**

***Students first!***

**Subject:** Fwd: email from Don Harp  
**Date:** Tue, 3 Nov 2015 19:06:44 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** Lee Lambert <llambert@pima.edu>, Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <4988710E-B915-43AF-BC7A-3AB51688AA3B@pima.edu>  
**MD5:** b817ba0d2d7f3b1c35dc59767ac5fa0d

In case you didn't see this.

Sylvia M. Lee, Ph.D. Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

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**To:** [board@pima.edu](mailto:board@pima.edu)

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--

**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Re: Vote of No Confidence?????  
**Date:** Sun, 1 Nov 2015 23:45:05 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "De La Rosa, James" <jdelarosa@pima.edu>  
**Cc:** Mays Imad <mimad@pima.edu>, Lee Lambert <llambert@pima.edu>, Lorraine Morales <lomorales@pima.edu>, Mark Hanna <mark@markhanna.com>  
**Message-ID:** <3BC19279-3B51-4A38-A125-72B46858C72F@pima.edu>  
**MD5:** 650990e40a24c45cf2871c1f245e88c3

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <[jdelarosa@pima.edu](mailto:jdelarosa@pima.edu)> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular, the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is right across the hall from mine.

A vote of no confidence is a serious "statement" that should not be taken lightly. What are the allegations or points of dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the PERT Grant together; we have "team-taught" a class together; I have always supported you, so understandably (I hope), I am both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,  
James De La Rosa, Ph.D.  
Department Chairperson of Life and Physical Sciences  
Pima Community College, East Campus  
Office phone: [520-206-7670](tel:520-206-7670)



**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 20:19:20 -0700  
**From:** "Lee D. Lambert" <llambert@pima.edu>  
**To:** Sylvia Lee <slee58@pima.edu>  
**Cc:** Jeff Silvyn <jsilvyn@pima.edu>, Stella Perez <sperez45@pima.edu>  
**Message-ID:** <6419455D-9702-4468-B92F-31770740D48A@pima.edu>  
**MD5:** d214929351c8e29636d2879b6f368a49

Thanks for sharing. I was in a meeting of faculty at the DC. One of them asked me point blank if I would stay. He said he hoped I'm here when it's his time to retire.

Sent from my iPhone

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Pima Community College  
Chair, Board of Governors  
[sylviale58@gmail.com](mailto:sylviale58@gmail.com)  
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**From:** "Harp, Donald" <[dharp@pima.edu](mailto:dharp@pima.edu)>  
**Date:** November 3, 2015 at 5:06:00 PM MST  
**To:** [board@pima.edu](mailto:board@pima.edu)

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**Don Harp**  
*Science Lab Supervisor*  
*Pima Community College*  
*West Campus, Room K124*  
**520.206.3169**

***Students first!***

**Subject:** Re: email from Don Harp  
**Date:** Tue, 3 Nov 2015 20:58:38 -0700  
**From:** sperez45@pima.edu  
**To:** Sylvia Lee <slee58@pima.edu>  
**Cc:** Lee Lambert <llambert@pima.edu>  
**Message-ID:** <13B0C47B-4DF7-4AC4-8303-DE81AB54F155@pima.edu>  
**MD5:** e9b3a5d2b66dabef94007cfb973422aa

Thank you so much for sharing...I have been working closely w/Don on All College Council & find him to be a strong & solid faculty leader.I will be attending Faculty Senate on Friday on behalf of ELT & it will be interesting to listen to the feedback from the week's events...Stella

Sent from my iPhone

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Science Lab Supervisor  
Pima Community College  
West Campus, Room K124  
**520.206.3169**

***Students first!***

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** e626dee64895f1f8d91b94ba01ad15c7

Theresa, thank you for your email to the Board. I really appreciate you reaching out. I am honored to have worked with you when I was at East Campus and I know you care deeply about your students and the College. The Chair generally addresses an email sent to all of us however my response is not representing the Board.

First let me say that I am so sorry that the issues in your email have caused you such personal distress. Some of these have also kept me up at night.

As I read your concerns, I believe I know the rationale and background of why the decisions were made but I also know that the roll out and communication process on some were flawed.

Perhaps if you are comfortable in doing so, a meeting can be arranged with Lee and Dolores. I think hearing each others perspective would be of great benefit.

At the Board Study Session on Monday, I asked Lee and faculty leaders to begin solving these problems collaboratively now. I know he is eager to do so. Your list of concerns is a good starting place. Thank you for having the courage to come forward.

Please feel free to share my response with others if you wish.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
520 271-2914

On Nov 3, 2015, at 2:43 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

I wish to address my Board of Governors.

I was sitting at the Laundromat last night, filling out the PCCEA survey. I really do appreciate that

PCCEA is asking faculty our opinions about so many important issues. I look forward to seeing the aggregate responses!

I wanted to share with you a few of my thoughts.

I am upset that faculty had been concerned and/or upset with our former provost for MONTHS. I am quite certain that the Chancellor was informed of this feeling, possibly even the Board. I heard through the grapevine that an outside person or agency had been procured to determine if any of the complaints against her were founded. A few weeks ago, she was given \$150,000 AFTER she resigned. I think it is unconscionable that I heard we are unable to give her negative evaluations if another educational institution asks us what we think of her!

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Working for Student Success, Learning and a better Pima College.

Theresa Riel

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Pima Community College Board of Governors

**Subject:** Re: Faculty communiqué  
**Date:** Wed, 4 Nov 2015 02:52:00 -0700  
**From:** Sylvia Lee <slee58@pima.edu>  
**To:** "Riel, Theresa" <triel@pima.edu>  
**Cc:** Sylvia Lee <District3@pima.edu>, Lee Lambert <llambert@pima.edu>, PCCEAEXEC@pima.edu  
**Message-ID:** <A3F009F6-FF2D-4992-81F7-CA639459F368@pima.edu>  
**MD5:** 0036a82dce317878cc16350f663ec5fc

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Pima Community College  
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[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
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**Emails Referring to Faculty Survey – [mark@markhanna.com](mailto:mark@markhanna.com) (Nov. 1 – 18. 2015)**

**1**

**From:** Sylvia Lee <[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)>

**Sent:** Wednesday, November 18, 2015 12:35 AM

**To:** Julia Fiello

**Cc:** Lee Lambert; Mark Hanna

**Subject:** Fwd: Response to Julia's questions

**Attachments:** To SLee 11-6-15.docx; Untitled attachment  
00165.htm

Hi Julia, I apologize it took me longer than expected to respond to your questions. I'm sure we all have our perspectives about how this all could have played out differently but my hope is that we move forward together and look at how to solve the problems that got us to this place.

I spoke to Lee about the possibility of coming together with PCCEA leaders with a mediator. He said he is very willing to meet with faculty leaders like yourself, Anna, Nan and others and perhaps some of the Lee's key cabinet members and an impartial mediator.

My hope is that a mediator could help facilitate the discussion on the issues for both sides ( some of which you already outlined). Both sides would agree on the mediation ground rules and the need to be very candid. The final result could be a road map with agreement on how to solve the problems.

Please let me know if PCCEA is willing to work with a mediator. Thanks for your leadership.

Sylvia M. Lee, Ph.D.

Pima Community College

Chair, Board of Governors

[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)

520 271-2914

Begin forwarded message:

From: "Fiello, Julia" <jfiello@pima.edu>

Date: November 6, 2015 at 1:33:55 PM MST

To: Sylvia Lee <District3@pima.edu>, Sylvia Lee <sylvialee58@gmail.com>

Cc: Lee Lambert <llambert@pima.edu>

Subject: Response

Dear Sylvia,

Please review the attached letter when it's convenient. I look forward to your thoughts in response.

Best,

--

Julia Fiello

PCCEA President

Biology Faculty and Science/Fitness Department Chair

Pima Community College - Desert Vista Campus (Room A-142)

(520) 206-5005

2

**From:** Sylvia Lee <slee58@pima.edu>

**Sent:** Wednesday, November 4, 2015 10:47 AM

**To:** Wolf, Odile

**Cc:** Sylvia Lee; Lee Lambert

**Subject:** Re: BOG- survey

Thank you so much for that perspective Odile, I really appreciate it.

Sylvia M. Lee, Ph.D.

Pima Community College

Chair, Board of Governors

sylvialee58@gmail.com

520 271-2914



On Nov 4, 2015, at 10:11 AM, Wolf, Odile <owolf@pima.edu> wrote:

Dear Madam,

If PCCEA went to you or to the chancellor every time they have some disgruntled people clamoring for a vote of no confidence, they would be at your door every day. Let's face it, there always will be discontent and vocal people in any organization, and more so in an organization which has been through as many changes in the last year as Pima has been.

PCCEA needs to first assess the extent of the disgruntlement before they take action. That is what a leader should do.

From my single faculty point of view, it seems that PCCEA has been working and collaborating well with the administration. Publicly attacking them during a board meeting or having a "don't talk to the media" policy (which btw is against the first amendment, and was not presented to senate) is not a collaborative approach.

I hope that all will be able to come to the table and deal with real/confirmed issues and not anecdotal evidence. I also hope that the results show that it is not a \*real\* issue. For now, we can only wait for the results.

Respectfully,

Odile

On Wed, Nov 4, 2015 at 12:42 AM, Sylvia Lee <slee58@pima.edu> wrote:

Thank you for your email Odile, I'm glad you spoke up. Yes I do agree completely that faculty have every right to survey faculty. That is not the issue so I hope that gets cleared up.

My individual perspective is that the real issue is communication, timing and collaborative problem solving. When is it the responsibility of faculty leadership to be candid with the

Chancellor and the Board and notify us that the unresolved issues are now at a very critical level and that some faculty have asked for a vote? Is it before a question shows up on a survey or after? I would argue before.

I see the Board's role as one of prevention and protection. Prevent the need to ask if a "vote" is warranted by first insisting on candid, collaborative problem solving between faculty leadership and the Chancellor. Secondly, protect the College from the damage that will ensue no matter the result of a "vote".

It is very distressing that the damage is already spiraling. It is so unfortunate that it will be played out in the media and is already pitting faculty against faculty and faculty against administration. At the Board Study session meeting, I asked for the Chancellor, Acting Provost and faculty leaders to begin solving these problems collaboratively now.

Please feel free to share my response with others if you wish. Thank you for reaching out.

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Pima Community College

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sylvialee58@gmail.com

520 271-2914

On Nov 3, 2015, at 11:44 AM, Wolf, Odile <owolf@pima.edu> wrote:

Hi,

I am writing to let you know how appalled I am with what happened last night.

PCCEA's role is to represent ALL faculty. If a few individuals clamor for a vote of no confidence, are disgruntled or otherwise commenting, PCCEA needs to investigate. It is their job. It does not mean that they agree, or are creating trouble. They need to know if the

disgruntlement or worse is representative of the faculty as a whole. Otherwise we have anecdotal information like Mays reading ONE email, which does not represent anything except the opinion of one faculty.

I would expect that you, of all people, would want to know ONCE they know whether the disgruntlement is representative or not. If it isn't, then there is no need to talk about it.

Respectfully

Odile

--

Odile Wolf

CIS/CSA faculty

CIS/CSA dept chair at East campus

01-125

Pima Community college, East campus

8181 E Irvington Road

Tucson, AZ

tel: 520 206 7628

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3

**From:** Sylvia Lee <slee58@pima.edu>  
**Sent:** Wednesday, November 4, 2015 2:52 AM  
**To:** Riel, Theresa  
**Cc:** Sylvia Lee; Lee Lambert; PCCEAEXEC@pima.edu  
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5

**Pima Community College Board of Governors**

**From:** Sylvia Lee <[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)>

**Sent:** Tuesday, November 3, 2015 5:36 PM

**To:** Mark Hanna

**Subject:** Fwd: My response to your text

Mark Help - confidential. What am I not understanding?

Sylvia M. Lee, Ph.D.

Pima Community College

Chair, Board of Governors

[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)

520 271-2914

Begin forwarded message:

From: Sylvia Lee <sylviale58@gmail.com>

Date: November 3, 2015 at 5:32:58 PM MST

To: Martha Durkin <durkintucson@cox.net>

Subject: My response to your text

Wow - Of course you aren't going to change your mind - I had no intent of trying to do so. My apologies if sending the two communiques gave you that impression - just sharing perspectives that I received today.

Maybe you can help me understand your point of view over coffee. I do want to understand the over reaching piece because I'm not seeing it.

Maybe my intent was misunderstood or maybe not. The faculty survey is a done deal it went out last week. So there is no stopping the survey.

My intent was to have faculty and administration work together - communicate - clear up misunderstandings. My hope was that before any question of a vote appeared on any survey - faculty would have said to Lee- we are getting complaints can we sit down candidly and try to resolve the issues or Lee say I'm hearing push back - what's happening. They met together last week - Lee called me optimistic that they had a positive meeting. Then boom - the survey comes out with that one question.

I interpret our Board bylaws to say - work together to solve issues before the Board is brought in. If no solutions are forthcoming the Board steps in only if we deem critical. These issues have now risen to a point that the College's future is at risk.

Now that the issues have risen to that level we have an obligation to help both parties come to a compromise. Which I said last night when I asked that this occur.

As I see it, the most important issue at hand is our HLC visit in Sept. Should a vote of no confidence occur Lee is gone - he may already be gone. He informed me that he has been approached about the Seattle Chancellor post that's becoming vacant soon. Although he told the Board he would stay 7 years to see us through probation and growth - now this may not happen. I hope you can read the probation letter from 3 years ago and our own self study - administration fleeing was a huge ding for us - this college is in trouble and if we can prevent a vote of no confidence by asking parties to come together and even bringing in mediation - why wouldn't we? What am I missing - let's chat. Do you have time this week?

Sylvia M. Lee, Ph.D.

Pima Community College

Chair, Board of Governors

sylvialee58@gmail.com

520 271-2914

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**From:** Sylvia Lee <slee58@pima.edu>

**Sent:** Sunday, November 1, 2015 11:45 PM

**To:** De La Rosa, James

**Cc:** Mays Imad; Lee Lambert; Lorraine Morales; Mark

**Hanna**

**Subject:** Re: Vote of No Confidence?????

Hi James, thank you for your email. We are also very concerned about this question on the PCCEA survey. I believe that Mays did not know anything about this question appearing on the survey nor did the Chancellor or Board.

My guess it was crafted by a handful of individuals with motives that are destructive. I hope others will step up as you did and question this.

Sylvia M. Lee, Ph.D.

Pima Community College  
Chair, Board of Governors  
sylviale58@gmail.com  
520 271-2914

On Nov 1, 2015, at 7:35 PM, De La Rosa, James <jdelarosa@pima.edu> wrote:

Dear Mays,

I just completed the PCCEA survey and was surprised to see the question about "confidence in the Chancellor." I was even more

surprised to learn that the survey questions were not drafted by PCCEA leadership alone but faculty senate as well. In particular,

the question about "confidence in the Chancellor."

Were you involved in this decision? If so, will you please explain to me how such critical question was slipped into a survey

generated by PCCEA and distributed to us last week? I don't ever remember being consulted on this matter. You are my Faculty

Senate Representative and you gave me no information on this. According to the email yesterday from Ana Jimenez, "the

Faculty Senate leadership were approached" about this. You are the Faculty Senate's voice to the BOG. I assume, therefore, you

are one of the leaders.

If Senators are instructed to talk to the faculty they represent regarding this issue, then, why didn't you consult with your

colleagues at East – I know Sandy would have mentioned something if you only spoke to her? I don't understand, your office is

right across the hall from mine.

A vote of no confidence is a serious "statement" that should not be taken lightly. What are the allegations or points of

dissatisfaction? I would like to know. Perhaps they are things I would agree with. It's worth a discussion, after all, it's not like

we are just voting some kid off our soccer team.

Mays, I went to the BOG meeting recently to support you when you were nervous about your presentation; we are working on the

PERT Grant together; we have "team-taught" a class together; I have always supported you, so understandably (I hope), I am

both upset and perplexed.

If you did play a role in this, I certainly don't feel you have represented us well.

I am copying the board as well as our president and our chancellor.

Please respond as soon as possible.

Thank you,

James De La Rosa, Ph.D.

Department Chairperson of Life and Physical Sciences

Pima Community College, East Campus

Office phone: 520-206-7670



**From:** Sylvia Lee <[sylviale58@gmail.com](mailto:sylviale58@gmail.com)>  
**Date:** October 1, 2015 at 8:22:37 PM MST  
**To:** Gaby De Echavarri <[gechavarri@pima.edu](mailto:gechavarri@pima.edu)>  
**Cc:** Lee Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)>  
**Subject:** Fwd: Vote of Confidence

Please share with the Board. Thanks.

On Oct 1, 2015, at 9:58 AM, Rocci, Keith <[karocci@pima.edu](mailto:karocci@pima.edu)> wrote:

Lee:

Thank you for the discussion last night.

I think you are doing an amazing job transforming the Pima College that I love dearly. Change is painful, but with positive, optimistic and professional people, we can create successful pathways for our students. Please consider this email a **vote of confidence** from one of your educational support faculty. (I am also an adjunct faculty and teach EDU 202, EDU 201 and EDC 253.)

I took the position at Pima CC largely because of your hire in July 2013. (I came to Pima on 9/3/2015.) I turned down the UA, UNLV, and UCSB and accepted a position at this amazing college. I also interviewed at Stanford, ASU, UC-Irvine and UC-Riverside. I am on Lee's team making Pima great for a reason. I know nothing of the previous situation, wasn't here, that is all in the past.

Honestly, the more I talk or hear you, the more I want to raise my own expectations. I thank you.

I wish you the very best as **we** move Pima to greatness. PIMA PROUD!  
<http://www.academiclibrarian.com/pima-community-college.html>

Here is me running out with the Arizona Wildcats at the Oregon game that you were at in 2013:

<https://www.youtube.com/watch?v=GhCQ0vUApps>

Regards

Keith Rocci  
Library Director/Education Adjunct Faculty

Pima Community College  
Community Campus  
401 N Bonita Ave  
Tucson, Arizona 85709  
[520-206-6323](tel:520-206-6323)  
Text: [520-665-8287](tel:520-665-8287)  
[karocci@pima.edu](mailto:karocci@pima.edu)  
[www.academiclibrarian.com](http://www.academiclibrarian.com)

**From:** Sylvia Lee <[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)>  
**Date:** November 4, 2015 at 11:35:23 AM MST  
**To:** Martha Durkin <[mdurkin2@pima.edu](mailto:mdurkin2@pima.edu)>  
**Subject:** Fwd: PCCEA Annual All Faculty Survey and DRAFT Communique from the Board to be discussed at our study session Mon 11/2 at 4:00

Thank you for your phone call this morning Martha. I really value your input and you are helping me be an even better Board member. Here is the memo that was sent on Friday asking for input from the Board.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
[520 271-2914](tel:5202712914)

Begin forwarded message:

**From:** Sylvia Lee <[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)>  
**Date:** October 30, 2015 at 2:02:30 PM MST  
**To:** Gaby De Echavarri <[gechavarri@pima.edu](mailto:gechavarri@pima.edu)>  
**Cc:** "Lambert, Lee" <[llambert@pima.edu](mailto:llambert@pima.edu)>, Jeff Silvyn <[jsilvyn@pima.edu](mailto:jsilvyn@pima.edu)>, Stella Perez <[sperez45@pima.edu](mailto:sperez45@pima.edu)>, Mark Hanna <[mark@markhanna.com](mailto:mark@markhanna.com)>  
**Subject:** Fwd: PCCEA Annual All Faculty Survey and DRAFT Communique from the Board to be discussed at our study session Mon 11/2 at 4:00

Gaby- please send to the full Board asap.

Board members, we have been made aware of a PCCEA survey (see below and click on the link) asking if faculty should conduct a vote of confidence on Lee. On behalf of the Board, I have drafted a response that we will discuss and decide to send to All full-time faculty. (See attached). If you have suggested changes please feel free to bring those to discuss at our meeting in Monday at 4:00. Thanks Sylvia

----- Forwarded message -----  
**From:** Jiménez, Ana <[ajimenez@pima.edu](mailto:ajimenez@pima.edu)>  
**Date:** Monday, October 26, 2015  
**Subject:** PCCEA Annual All Faculty Survey  
**To:** PCCFACULTY <[pccfaculty@pima.edu](mailto:pccfaculty@pima.edu)>

## Let us know your views

### Meet & Confer 2016 Faculty Input

Every fall semester, PCCEA distributes a survey to all faculty to help guide our objectives, direct our energy for the upcoming Meet and Confer session with management, and to allow us to serve as better advocates for faculty.

PCCEA requests that you take a moment to fill out this year's survey prior to **Monday, November 30th**.

We encourage participation from **all faculty**, whether or not you are a PCCEA member. This is your opportunity to have your voice heard in an anonymous and honest forum.

Please complete the [All Faculty Survey](#)\* to share your thoughts.

A few quick reminders:

- **Survey purpose:** The purpose of the annual fall All Faculty Survey is to inform the Meet and Confer team regarding what topics we should address in the spring Meet and Confer. We also use it as an opportunity to provide insights and feedback to PCCEA representatives on the benefits committee and inform conversations with administration when advocating for faculty.
- **Reporting:** Each January PCCEA reports the results of the survey to all faculty during All Faculty Day, which we then post on our website [www.pccea.com](http://www.pccea.com). (View [All Faculty Day 2015](#).) We also provide a summary to the Board each year during the spring PCCEA Presentation to the Board. (View [PCCEA Presentation to the Board 2015](#).)
- **Anonymity:** Survey submissions have always been completely anonymous and the survey from any computer with Internet access. On the rare occasion that a faculty member inadvertently provides too much self-identifying information in a comment (such as, "I am an ESF Librarian at Community Campus and I have a problem with ..."), we redact the identifying information from the summary.

Please remember that all responses will remain confidential and will be reported only in the aggregate. Remind your colleagues to complete this form too! (Remember, this survey is for **all** faculty, whether or not you are a member of PCCEA.)

Although we would be delighted to have **100% participation**, given average survey return rates, this year's goal is: **50% participation**. That's 190 responses. I will send updates throughout November to let you know our progress as a faculty body in reaching that goal. Please help us represent your views: ***Complete the survey today and encourage your colleagues to complete it too!***

Ana Jiménez  
PCCEA Co-Vice-President

\*URL: <http://pccea.limequery.org/index.php/73771/lang-en>

[Join PCCEA](#)

Ana Jiménez • Mathematics Instructor • Faculty Mentoring Program Coordinator •

PCCEA Co-Vice-President • ArizMATYC President • AMATYC Traveling Workshop Coordinator  
Pima Community College, East Campus, O1-113 • 8181 E Irvington Road, Tucson, AZ 85715-4000  
• [\(520\) 344-2624](tel:5203442624) • [ajimenez@pima.edu](mailto:ajimenez@pima.edu) • [ecc.pima.edu/~ajimenez](http://ecc.pima.edu/~ajimenez)

Mission: PCC provides affordable access to educational opportunities that support student success and meet the diverse needs of our students and community.

*“If you are not willing to learn, no one can help you.  
If you are determined to learn, no one can stop you.” ~ Zig Ziglar.*

Please consider the environment before printing this e-mail.

Sprint LTE 6:02 PM 63%  
pccca.limequery.org

**OVERLOAD.** Please indicate your level of agreement with the following statement:  
**Regular access to overload is important for me to financially make ends meet.**

Choose one of the following answers

Strongly Agree  
 Agree  
 Neutral  
 Disagree  
 Strongly Disagree  
 No answer

Please enter your comment here:

**CONFIDENCE.** Please indicate your level of agreement with the following statement:  
**Faculty leadership should conduct a formal Vote of Confidence on the Chancellor.**

Choose one of the following answers

Strongly Agree  
 Agree  
 Neutral  
 Disagree  
 Strongly Disagree  
 No answer

Please enter your comment here:

**PCCEA.** PCCEA is committed to making sure that all faculty voices are heard. Please give us your feedback on how good a job you think we are doing in the following areas. If you have no opinion, please select that choice.

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	No opinion	No answer
PCCEA keeps me informed about issues related to compensation and working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
PCCEA asks for my input regarding issues that are addressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

## Faculty-all DRAFT to be discussed at the Board Study Session Mon 11-2-15

The Board of Governors wishes to address our most valuable resource - our faculty.

With the future of our College at stake at this time in our history, we know that each of you has worked very hard in helping PCC successfully move beyond "*Probation*" the past two years. The College's success at our next critical juncture is dependent on building a culture of candid and constructive dialogue to solve our collective issues.

A question on a recent faculty survey sent out by PCCEA is of great concern to the Board of Governors because we believe it runs counter to building a culture of respect which includes candid and constructive dialogue. **Prior to assessing the level of faculty concerns and prior to any candid discussion with Lee and the Board, the PCCEA survey asks faculty to decide whether to conduct a vote of no confidence in Lee Lambert** - essentially asking whether faculty think the Board should remove Lee as Chancellor. PCCEA leaders meet with Lee on a regular basis. Prior to the survey being released, PCCEA did not express that they had concerns **rising to such a level that Lee should be removed**. How issues and concerns are communicated is just as important as the substance of the issue. Part of an appropriate "how" is dealing directly and candidly with Lee to resolve issues before elevating them to this level.

As we prepare for the next Higher Learning Commission (HLC) visit in Sept. 2016 to address our "*Notice*" (at-risk) status, it is crucial that we continue to work together to frame our College's future. We are confident that our faculty understand this and we hope each of you will demand candid and constructive dialogue occur so that together we can successfully resolve the issues noted by the HLC and that we identified in the PCC Self-Study. <https://pima.edu/about-pima/accreditation/index.html>

We ask for your support and courage as we work through long standing complicated issues that were years and even decades in the making. Please know that these issues will not be solved quickly but together we will move forward and Pima will be a premier community college.

**From:** "Fiello, Julia" <[jfiello@pima.edu](mailto:jfiello@pima.edu)>  
**Date:** November 23, 2015 at 5:19:53 PM MST  
**To:** Sylvia Lee <[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)>  
**Cc:** Lee Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)>, Mark Hanna <[mark@markhanna.com](mailto:mark@markhanna.com)>  
**Subject:** Re: Response to Julia's questions

Thank you for your response and patience. I have discussed your preferences with my PCCEA leadership colleagues and we have a few observations and a question/request.

First, please accept our thanks for being willing to talk directly with us. We all believe that direct conversations are useful mechanisms for sharing perspectives and information (vs., for example, hearing that "PCCEA or the Board thinks X" from another source). In my letter and in person, we have asked for the opportunity to visit with you and, if you wish, another Board member, to achieve a better understanding and also, if appropriate, to try to collaboratively address problems that either of us perceives. If you prefer to broaden this group to include members of the College Administration that is, of course, fine.

Though we are willing to include a mutually acceptable and impartial mediator, it is not clear to us why you feel this is necessary and what form you envision the mediation would take? We had imagined a very informal conversation where we each respectfully share our thoughts and concerns vs. a session during which we were attempting to solve a particular problem, which in my limited experience is the purpose of external mediation. It is my (again limited) experience that mediation is used when informal attempts are not successful. We can certainly agree to ground rules for conversations; this has become standard practice for many of the task forces I've served on (most recently, the group I co-chaired that revised the faculty evaluation system). Perhaps if you share your thoughts regarding mediation, it would help us understand your interest.

Finally, I reiterate that we currently meet with the Lee, Dan and Dolores and also the Presidents and Dolores. We have used these sessions to share information and perspectives and have also reached agreements (i.e. collaboratively made decisions) in some sessions. We have not utilized the services of a mediator in those sessions, and we were hoping to model any meetings with you and perhaps a second Board member on those sessions.

Thank you for your further consideration of these points.

Best, Julia

On Wed, Nov 18, 2015 at 12:35 AM, Sylvia Lee <[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)> wrote:  
Hi Julia, I apologize it took me longer than expected to respond to your questions. I'm sure we all have our perspectives about how this all could have played out differently but my hope is that we move forward together and look at how to solve the problems that got us to this place.

I spoke to Lee about the possibility of coming together with PCCEA leaders with **a mediator**. He said he is very willing to meet with faculty leaders like yourself, Anna, Nan and others and perhaps some of the Lee's key cabinet members and an **impartial mediator**.

My hope is that a mediator could help facilitate the discussion on the issues for both sides ( some of which you already outlined). Both sides would agree on the mediation ground rules and the need to be very candid. The final result could be a road map with agreement on how to solve the problems.

Please let me know if PCCEA is willing to work with a mediator. Thanks for your leadership.

Sylvia M. Lee, Ph.D.  
Pima Community College  
Chair, Board of Governors  
[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)  
[520 271-2914](tel:5202712914)

Begin forwarded message:

**From:** "Fiello, Julia" <[jfiello@pima.edu](mailto:jfiello@pima.edu)>

**Date:** November 6, 2015 at 1:33:55 PM MST

**To:** Sylvia Lee <[District3@pima.edu](mailto:District3@pima.edu)>, Sylvia Lee <[sylvialee58@gmail.com](mailto:sylvialee58@gmail.com)>

**Cc:** Lee Lambert <[llambert@pima.edu](mailto:llambert@pima.edu)>

**Subject: Response**

Dear Sylvia,

Please review the attached letter when it's convenient. I look forward to your thoughts in response.

Best,