

**From:** Flores, Roy  
**Sent:** Monday, February 14, 2011 2:37 PM  
**To:** #Pima-All  
**Subject:** Fiscal Year 2012 budget cuts

Colleagues,

Governor Jan Brewer has proposed a 55 percent reduction in state appropriations to Pima Community College for Fiscal Year 2012. That amounts to a cut of about \$9 million.

As we did last year, the College intends to cover impending increases in premium rates from our group health insurer, and in retirement contributions. Picking up those increases will cost us about \$2.3 million. Thus, we need to close an \$11.3 million gap between revenues and expenditures.

In order to meet this unprecedented economic challenge, we must redefine ourselves. Central to this redefinition is the realization that we cannot continue to provide some of the services that we have offered in the past, especially since the Governor's proposal comes on top of a 30 percent reduction in state appropriations over the past two years.

We must focus our attention and resources on mission-critical programs and services. Over the past two years, we have eliminated vacant staff and administrative positions. The severity of the financial challenge means we can no longer eliminate only those positions that are vacant.

We are responding to the unprecedented financial pressure by implementing a variety of strategies.

Last month, we placed a hold on vacant general-funded administrator and staff positions. We have conducted a review of non-mission-critical functions and areas.

One-time cost reductions will produce \$1.7 million in savings. The cuts include fund sweeps, operating-budget reductions and a partial hiring freeze for faculty.

The remaining savings will come from long-term reductions, and tuition increases. The College last week undertook an organizational realignment. The realignment has resulted in the elimination of some services and in the shifting of resources. As a consequence, some exempt and non-exempt staff will need to be reassigned.

In the past few days, we informed employees who will be affected by the realignment. We are working with all of these exempt and non-exempt employees to identify vacant positions at the College that they can fill. The reality is that we have more than 50 open positions and only 18 regular employees in need of new positions. We are hopeful that we can find new positions for the majority of these employees.

In addition, we will fill only 13 of 26 vacant faculty positions. We also will reduce administrative positions an additional 8-10 percent.

Northwest Campus president Jana Kooi is retiring. Dr. Sylvia Lee, currently president of Community Campus, will become Northwest Campus president.

Dr. Suzanne Miles, currently president of Downtown Campus, will return in mid-March to her former position as Provost and Executive Vice Chancellor for Academic and Student Services. Interim Provost Dr. José Leyba will become Acting President of Downtown Campus while the College conducts a national search.

Community Campus will be supervised by the Provost.

As part of the realignment, I am asking the Provost to closely review the College's eligibility standards for admissions and to alter its eligibility standards beginning with students seeking admission for the Spring 2012 semester.

To be admitted to the College, degree- and certificate-seeking students 18 and older will be required to have a high school credential, as well as scores on PCC assessment tests in reading, writing and mathematics that indicate an ability to succeed in college-level classes, with or without some remediation. Our data show that students with extremely low test scores have virtually no chance of ever moving beyond remedial work and achieving their educational goals.

Last week's restructuring encompasses all changes the College intends to make at this time.

The challenges we face are formidable but not insurmountable. By working together, we can minimize harm to employees, align structural costs with revenue expectations in order to create a sustainable future, and continue to provide Pima County with the services that will help return the area to prosperity.

Roy Flores,  
Chancellor