

**COCONINO COMMUNITY COLLEGE  
DISTRICT GOVERNING BOARD**

**RETREAT**

**JUNE 3, 2026**



**COCONINO COMMUNITY COLLEGE  
MINUTES OF A RETREAT  
OF THE  
DISTRICT GOVERNING BOARD  
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A Retreat of the Coconino Community College District Governing Board was held in person on **Wednesday, June 3, 2026**, at Lowell Observatory, 1400 W. Mars Hill Rd., Flagstaff, AZ, 86001. Board Chair Joey Smith called the meeting to order at 9:04 am.

PRESENT: Mr. Joey Smith, Board Chair  
Mr. Patrick Hurley, Vice Chair/Secretary  
Mr. Eric Eikenberry, Trustee  
Ms. Patricia Garcia, Trustee  
Dr. Nat White, Trustee

**Also Present:** President Eric Heiser, Dr. Mary Spilde, Ms. Kirsten Mead, and Mr. Keith Becker

Reports, summaries, background material, and other documents referred to in these minutes can be found in the June 3, 2026, documents file.

**RETREAT DISCUSSION**

The District Governing Board participated in Day One of its annual retreat. The discussion focused on the Board self-evaluation, governance practices, Board meeting procedures, community engagement, capital projects, facilities planning, long-term funding, and strategic priorities.

**BOARD SELF-EVALUATION**

The Board reviewed and discussed the results of its self-evaluation. Areas of strength included fiscal responsibility, financial understanding, support for the college mission, accreditation awareness, confidentiality, and advocacy for the college.

Areas identified for continued growth included maintaining meeting focus, strengthening Board dynamics and collaboration, clarifying the distinction between governance and operations, and improving how trustees work through difficult conversations while maintaining forward momentum. The Board discussed the use of a “parking lot” process during meetings to capture items that arise but are not directly related to the agenda item under discussion. These items may be reviewed later by the Board Chair and President to determine whether they should be addressed at a future meeting or work session.

The Board also discussed the importance of maintaining collegiality while being mindful that Board meetings are public meetings and that discussion should remain focused, professional, and relevant to Board business.

- **Board Dynamics, Working Agreements, and Code of Conduct**

The Board discussed the importance of trust, respectful communication, and maintaining professional working relationships. Trustees acknowledged that differing viewpoints can strengthen Board deliberation when handled appropriately.

The Board discussed revisiting prior Board working agreements and/or a code of conduct. Ms. Mead will locate the most recent version of the working agreements or code of conduct materials for future Board review. The Board also discussed whether such agreements should remain informal, be acknowledged annually, or be incorporated into policy or procedure.

- **Governance and Operations**

The Board discussed the importance of maintaining the distinction between governance and operations. The conversation emphasized that the Board provides direction as a collective body and that individual trustees do not direct the President or staff.

Additional Board training on roles, responsibilities, and Open Meeting Law was scheduled for Day Two of the retreat.

- **Strategic Learning and Future Topics**

The Board discussed possible topics for future Board learning and work sessions, including artificial intelligence, capital projects, information technology, data systems, enrollment, workforce needs, legislative updates, competency-based education, housing, and county and community needs.

The Board discussed developing an annual calendar of strategic learning topics to ensure key issues are addressed intentionally throughout the year.

- **Community Engagement**

The Board discussed ways to remain informed about community needs and community perception of the College. Ideas included gathering feedback from community partners, school districts, local governments, and other stakeholders.

The Board discussed the possibility of hosting a structured community dinner or strategic community conversation with representatives from partner organizations. The purpose would be to hear what the College is doing well, where there may be opportunities for partnership, and what community partners identify as needs or gaps.

The Board noted that any such event would need to be structured carefully to comply with Open Meeting Law and to ensure broad and appropriate representation. Legal guidance may be sought before moving forward with any proposed format.

- **Board Meeting Recording Discussion**

The Board discussed whether regular Board meetings should be recorded or livestreamed. Options discussed included using Zoom, Zoom webinar, YouTube livestreaming, or a combination of platforms. Discussion included operational considerations, technology needs, cost, staff capacity, audio quality, and whether livestreaming would require allowing online public comment.

The President reported that legal guidance indicated livestreaming a meeting would not require the Board to allow online public comment. Public comment could remain limited to those attending in person.

Trustees discussed the benefits and drawbacks of recording meetings. Benefits included providing a more complete historical record. Concerns included staff workload, technology limitations, cost, potential misuse of video clips, and whether there was a clear benefit to the College.

The consensus of the Board was to make no changes at this time and to continue relying on the approved minutes as the official record, unless future legal requirements or Board direction warrant a change.

### **ADJOURNMENT**

Chair Smith adjourned the Board Retreat at 11:31 am to enter a Special Meeting of the District Governing Board.

### **BOARD RETREAT RECONVENED**

Chair Smith reconvened the Board Retreat in open session at 4:14 pm.

### **FACILITIES AND CAPITAL PROJECTS DISCUSSION** – Mr. Kurt Stull

The Board received updates related to capital projects, including the Lone Tree roundabout construction, Allied Health programming, and Fourth Street planning.

- **Lone Tree Roundabout Construction**

Mr. Kurt Stull provided an update on the planned roundabout construction near the Lone Tree Campus. The discussion included the affected construction area, traffic impacts, temporary lanes, the current and future bus stop locations, the FUTS trail, utility relocation, and the potential impact on the hillside and surrounding area.

Trustees asked questions about the extent of temporary and permanent disturbance, including tree removal, grading, slope impacts, and the relationship between construction work and the college's future property line. Mr. Stull reported that additional questions would be discussed with CORE Construction during an upcoming meeting. The Board also discussed the importance of documenting the area before construction begins.

- **Allied Health Space Needs**

The Board reviewed the initial Allied Health programming document. Mr. Stull emphasized that the document is an early programming document and not a decision document. It reflects preliminary information gathered from internal and external stakeholders regarding space needs, classroom needs, labs, simulation areas, and programmatic requirements.

Mr. Stull noted that the project is still early in the design process and that there will be additional opportunities for Board feedback. Pricing, square footage, and program priorities will continue to be refined as the project moves into schematic design.

The Board discussed the need to distinguish between program "needs" and "wants," particularly as pricing information becomes available. Mr. Stull noted that the project is currently over the initial square footage target and that additional decisions may be needed once cost estimates are received.

- **Allied Health Simulation Space**

Mr. Stull described the proposed Allied Health simulation space, including classrooms, lab areas, hospital-style simulation areas, beds, cameras, and debriefing spaces. The goal is to create flexible, realistic learning spaces that can support Nursing, Radiologic Technology, Surgical Technology, Respiratory Therapy, Certified Nursing Assistant, Medical Assistant, and related programs.

The Board discussed how space planning is tied to specialized accreditation requirements and cohort size requirements. Health program space must meet prescribed standards and that planning is intended to support future growth in high-demand programs.

The Board also discussed flexibility, including shared use of classrooms, scheduling software, use of simulation spaces across multiple programs, and possible future use for continuing education or partner training.

- **Safety, Security, and Instructional Design**

The Board discussed safety and security considerations for new facilities, including door access, camera systems, lockdown capabilities, emergency response, and the possibility of engaging security expertise during design.

Trustees also discussed the value of designing instructional buildings so that the building itself can support learning. Examples included exposed wall sections or utility areas that could help students in construction, fire science, or related programs understand building systems.

- **Sustainability, Maintenance, and Long-Term Operating Costs**

The Board discussed sustainability goals, including the possibility of using Leadership in Energy and Environmental Design (LEED) guidelines as a framework while being mindful of cost. Trustees discussed the importance of evaluating initial construction costs against long-term maintenance and operating costs.

The Board emphasized that decisions should be based on data, cost-benefit analysis, and long-term operational impact rather than preference alone.

- **Fourth Street Planning**

Mr. Stull provided a brief update on the Fourth Street project. The project remains in planning and is slightly behind the Allied Health project timeline. Staff are continuing to refine square footage needs and will provide additional updates as the project progresses.

### **TAX RESET, FUNDING OPPORTUNITIES, AND BUDGET OUTLOOK**

The Board discussed the college's budget outlook following full implementation of the tax reset. President Heiser explained that the three-year phase-in of the tax reset ends on June 30, 2026, and the fully implemented rate takes effect on July 1, 2026.

The tax reset has strengthened the college's ability to sustain current operations; however, future annual increases from property tax growth and new construction are expected to be more limited than the additional revenue received during the phase-in period. President Heiser explained that those increases may largely be needed to cover cost-of-living adjustments and inflationary pressures.

The Board discussed that future budget growth will depend heavily on enrollment growth, tuition and fees, customized training, workforce training, grants, foundation support, and other revenue opportunities. President Heiser noted that this message will be shared carefully with faculty and staff beginning at fall convocation, emphasizing that the college is in a strong position, but that future growth will require intentional enrollment and revenue strategies.

The Board also discussed potential partnerships, including possible collaboration with economic development partners to expand customized training opportunities for local businesses and employers.

**HOUSING DISCUSSION**

The Board discussed housing challenges, including the difficulty of developing affordable or student housing at a scale attractive to private partners. President Heiser noted that public-private partnership models often require a much larger number of units than CCC would likely need.

The Board also discussed the Page housing project. President Heiser reported that the college has taken the steps available to it and that the matter is largely in the private developer's hands. The Board discussed the status of the pre-development agreement, master development agreement, and ground lease, including legal considerations and potential litigation risks.

**35<sup>TH</sup> ANNIVERSARY REBRANDING**

President Heiser spoke with the Board about the College's upcoming 35th anniversary, which will be recognized throughout the 2026–2027 academic year. In conjunction with the anniversary, Marketing and Communications is working on a refreshed College brand, including updated colors and a revised logo that better reflect who the College is today. The Board looks forward to seeing the updated branding at a future date.

**ADJOURNMENT**

There being no further business, Chair Smith adjourned day one of the Board Retreat at 5:51 pm.

**MINUTES PREPARED BY:**

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Ms. Kirsten Mead  
Board Recorder

**ATTEST and APPROVED:**

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Mr. Patrick Hurley  
Vice Chair/Secretary of the Board

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Mr. Joey Smith  
Board Chair