



**Yavapai College District Governing Board  
Board Retreat  
Approved Minutes of Board Retreat  
Monday, August 31, 2015  
9:00 AM  
Prescott Campus, Rock House  
1100 E. Sheldon Street  
Prescott, AZ 86301**

**Members Present:**

Dr. Patricia McCarver, Chair  
Mr. Albert Filardo, Board Member  
Mr. Ray Sigafoos, Board Member  
Mr. Steve Irwin, Secretary  
Ms. Deb McCasland, Board Member

**Guests:**

Richard Stringham, Senior Associate from Governance Coach

**Administration Present:**

Dr. Penelope H. Wills, President  
Lynne Adams, Board Attorney  
Other staff attending are on file in the District Office

**1. CALL TO ORDER - HEADING**

**2. Call to Order – PROCEDURAL**

Chair McCarver called the Yavapai College District Governing Board Retreat to order at 9:01 a.m.

**3. Welcome to Guests and Staff - PROCEDURAL**

Chair McCarver welcomed all guests and staff, and introduced Richard Stringham, Senior Associate from Governance Coach

**4. Adoption of Agenda – DECISION**

**Member Irwin moved, seconded by Member McCasland to adopt the agenda as presented. Motion carried unanimously.**

**5. OWNERSHIP LINKAGE - HEADING**

**6. Review of Yavapai College District Governing Board Ends Statements and Ownership Linkage Plan - INFORMATION AND/OR DISCUSSION**

Richard Stringham, Senior Associate from Governance Coach, led the Board in a review and development of the Yavapai College District Governing Board Ends Statements and Ownership Linkage Plan within a Policy Governance framework. (Report summary and handouts on file)

Mr. Stringham reviewed the principles of Policy Governance and the importance of all principles being present to be an effective governance model:

- Ownership:
  - The Board is the link of the organization to the owners
  - The Board is the highest authority of the organization as they represent the owners
- Governance Position:
  - The Board stands between the ownership (above it) and operations (below it)
  - The Board is commander not advisor
  - The Board is accountable for any authority delegated to others
- Ends Statements Policies:
  - The Board defines in writing the benefits for a targeted group at what cost.
- Executive Limitations Polices:
  - The Board defines in writing boundaries on the authority granted to the President
- Board Policies:
  - The Board defines in writing the behaviors, values, disciplines, conduct of itself
  - The Board defines in writing delegation and accountability of itself and the President
- Board Holism:
  - The Board has authority as a group, not individual representation
- Delegation to Management:
  - The President is the sole connector between governance and management
- Any Reasonable Interpretation:
  - The President may provide any reasonable interpretation of Ends and Executive Limitations
  - The Board may provide any reasonable interpretation of Board Policies
- Monitoring:
  - The Board monitors the organizational performance through assessment of the Ends Statements and Executive Limitations

- Connects the Board's expectations to actual performance
- Constitutes the President's evaluation

Policy Governance is a model that has the greatest emphasis on ownership linkage, and the effectiveness of the Board by delegating and making decisions in advance.

**7. SHORT RECESS - PROCEDURAL**

Meeting recessed at 9:21 a.m.; reconvened at 9:38 a.m.

**8. Review of Yavapai College District Governing Board Ends Statements and Ownership Linkage Plan - INFORMATION, DISCUSSION, AND/OR DECISION**

Mr. Stringham provided instruction and guidance in developing Ends Policies:

- Defining Ends is the Board's most important job (must act as a whole)
  - Organizations exist to deliver results/benefits, which should be external to the organization and achievable
  - Ends are a preferable future that is both realistic and appropriate
  - To identify a preferable future the Board must be well informed and proactively engaged with the whole ownership, as well as have a greater understanding of the issues, environmental factors, and potential barriers (not customer satisfaction)
  - Components:
    - a. What benefits are the organization to produce on the owners' behalf?
    - b. Who are the primary intended beneficiaries?
    - c. What is it worth to produce those benefits?

Mr. Stringham defined Ownership Linkage and reminded the Board this is an ongoing job that never ends. Other organizations may be a potential resource as they may have the same ownership (county, community colleges, etc.). Mr. Stringham reviewed the 2013-2014 Ownership Linkage Common Threads Summary with the Board members identifying how threads would translate into Ends.

- East County Residence
- Quality of Life
- Ability to get jobs
- Achievement of Educational Ends
- Equity and distribution of funding – owners receiving a return for their investment
- Accessibility to education
- Technological access

**9. SHORT RECESS AND POSSIBLE WORKING LUNCH - PROCEDURAL**

Meeting recessed at 12:24 p.m.; reconvened at 12:45 p.m.

**10. Review of Yavapai College District Governing Board Ends Statements and Ownership Linkage Plan - INFORMATION, DISCUSSION, AND/OR DECISION**

Mr. Stringham requested attendees to work in groups to analyze Common Threads Summary & VVBAC recommendations; and Environmental & SWOT Analysis, and recapped the following:

|  |  |
|--|--|
| Examined the Common Threads Summary and VVBAC recommendations using handout - <i>Analysis Guide for Ends Decision Information</i>  | Environmental and SWOT Analysis from the 2015-2020 Strategic Plan draft  |
| <ul style="list-style-type: none"> <li>- Access           <ul style="list-style-type: none"> <li>• Provide a better understanding of what is available</li> <li>• Accessibility needs to be improved for remote areas</li> <li>• More people achieving educational goals</li> <li>• Technological access</li> </ul> </li> <li>- Sustainability           <ul style="list-style-type: none"> <li>• Enrollment growth</li> <li>• Career &amp; technical education</li> </ul> </li> <li>- Structure</li> <li>- Quality of life</li> <li>- Ability to get jobs</li> <li>- Achievement of educational goals</li> <li>- Equity and distribution</li> <li>- Return on investment</li> </ul> | <ul style="list-style-type: none"> <li>- Competition/ Demographics           <ul style="list-style-type: none"> <li>• For profit institutions               <ol style="list-style-type: none"> <li>a. Best practices</li> <li>b. Graduation/completion rates/times</li> </ol> </li> <li>• Aging population</li> </ul> </li> <li>- Economic/Labor Force           <ul style="list-style-type: none"> <li>• Lack of middle and high paying jobs</li> <li>• Training for existing workforce</li> <li>• Varies based on workforce needs</li> </ul> </li> <li>- Education/Technology – did not identify any gaps in current Ends</li> <li>- SWOT           <ul style="list-style-type: none"> <li>• Access</li> <li>• Partnerships with JTED, K-12, ABOR, business</li> <li>• Completion rates</li> </ul> </li> </ul> |

With consideration of the above analysis, the Board proposed the following revisions of Ends Statements:

## 1 Ends

Yavapai College exists so communities within Yavapai County **have access to and** are equipped with the **knowledge vision** and skills to create a sustainable economic environment. The College will **achieve these results fulfill this role** at a justifiable cost. The following Ends are listed in priority order.

### 1.1 Education Ends

Students achieve their educational goals **at an affordable price**.

#### 1.1.1 Job Seekers Ends

Job seekers have the qualifications, skills, and abilities to succeed.

#### 1.1.2 Student Ends

Students seeking transfer **have the qualifications, skills, and abilities for success** ~~will succeed~~ at their next educational institution.

#### 1.1.3 Lifelong Learners Learning Adult Ends

Lifelong **learners learning adults** have **affordable** access to a variety of **high-quality** learning opportunities.

### 1.2 Economic Ends

Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs.

### 1.3 Community Ends

Yavapai County residents have access to social and cultural opportunities.

## 11. SHORT RECESS - PROCEDURAL

Meeting recessed at 2:43 p.m.; reconvened at 2:51 p.m.

## 12. Review of the 2015-2020 Strategic Initiatives for Yavapai College - INFORMATION AND/OR DISCUSSION

Chair McCarver reviewed the proposed revisions of the Ends Statements and entertained a motion to approve. **Member Sigafos moved, seconded by Member Irwin, to approve the Ends Statements as revised. Motion carried unanimously.**

Mr. Stringham provided guidance for the Board to receive the Strategic Plan draft, and clarified the Strategic plans are means towards achieving the Ends and compliance with Executive Limitations. The Board does not approve the Strategic plans but monitors to ensure compliance. The Board may wish to create a more specific policy related to strategic planning and distributed an example.

Dr. Ewell and Tom Hughes reviewed the Draft Strategic Plan (on file)

- Strategic Planning Process
- Strategic Planning Information Reviewed
- Operationalizing the Strategic Plan
- Draft Strategic Initiatives
- Next steps

Dr. Ewell presented the tools and analyses that will provide data to measure outcomes of the Strategic Plan

- Software available to gather data:
  - Banner Educational Resource Planning software (ERP)
  - Canvass: Learning Management System (LMS)
  - Degreeworks: Academic Advising and Planning
  - Ascend: Constituent Relationship Management
  - 25Live: Room Scheduling/Utilization
- Key Performance Indicators (KPI's) assigned to strategic initiatives
- Compliance and Benchmark Data Submission and Information Feedback Reports include state associations, federal agencies, accreditation bodies, and others
- Turning Data into Information - Cognos
- Dashboard - live demonstration of online reporting instrument (internal reporting platform)

Results will be reported to the President's Leadership Team on a quarterly basis and included in an annual report to internal and external users.

Mr. Stringham provided sample questions regarding Ownership Linkage and encouraged the Board to create an ongoing, multi-year plan. New ownership linkage tools such as the VVBAC (Advisory Committee) will be most effective with a clear charge (product) and authority to provide options/implications rather than recommendations.

Dr. McCarver concluded the meeting with direction for future Ownership Linkage planning during the October 6, 2015 District Governing Board meeting.

**13. ADJOURNMENT OF REGULAR MEETING - PROCEDURAL**

**Member Filardo moved, seconded by Member Sigafoo, that the meeting be adjourned. Motion passed unanimously.**

Regular meeting adjourned at 3:57 p.m.

Respectfully submitted:

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Ms. Karen Jones, Recording Secretary

Date: October 6, 2015

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Dr. Patricia McCarver, Chair

\_\_\_\_\_/S/\_\_\_\_\_  
Mr. Steve Irwin, Secretary

*Board agenda, packet materials, handouts from meeting are on file in the District Office and posted on the College website: [www2.yc.edu](http://www2.yc.edu).  
The mission of Yavapai College is to provide cost-effective, convenient learning opportunities for the diverse populations of Yavapai County.*