



**Regular Board Meeting  
Agenda Summary  
District Governing Board Regular Meeting  
Tuesday, November 01, 2016  
1:00 PM**

Sedona Center, Room 34  
4215 Arts Village Drive  
Sedona, Arizona

*Pursuant to Arizona Revised Statutes (A.R.S.) §38-431.02, notice is hereby given to the members of the Yavapai College District Governing Board and to the general public that the Board will hold a public meeting, open to the public as specified below. The Board reserves the right to change the order of items on the agenda. One or more members of the Board may participate in the meeting by telephonic communication.*

*Pursuant to A.R.S. §38-431.03.A.2 and A.3, the Board may vote to go into Executive Session, which will not be open to the public, for legal advice concerning any item on the agenda or to review, discuss and consider records exempt by law from public inspection, including the receipt and discussion of information or testimony that is specifically required to be maintained as confidential by state or federal law. As indicated in the agenda, the Board may also vote to go into executive session, which will not be open to the public, to discuss specific agenda items.*

*Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting Karen Jones at (928)776-2307. Requests should be made as early as possible to allow time to arrange the accommodation.*

*Please note that agenda item times are for planning purposes only and do not necessarily reflect the actual time of the agenda item. When regular board meetings, public hearings (both truth in taxation and budget adoption public hearings) and budget adoption special meetings are scheduled for the same date, each hearing or meeting will begin immediately upon adjournment of the preceding hearing or meeting. Members of the public wishing to attend those subsequent hearings or meetings are advised to arrive at the time that the first hearing or meeting is scheduled to begin.*

Item No.	Item	Time Req.	Start Time	Ref No.
1	CALL TO ORDER - HEADING	0	1:00 PM	638203
2	Call to Order - PROCEDURAL	1	1:00 PM	638204
3	Pledge of Allegiance - PROCEDURAL	1	1:01 PM	638205
4	Welcome to Guests and Staff - PROCEDURAL	2	1:02 PM	638206
5	Approval of District Governing Board October 11, 2016 Regular Meeting Minutes - DISCUSSION AND/OR DECISION	3	1:04 PM	638207
6	Adoption of Agenda - DECISION	1	1:07 PM	638208
7	OWNERSHIP LINKAGE - HEADING	0	1:08 PM	651214
8	Recognition of the Verde Valley Board Advisory Committee (VVBAC) Members - INFORMATION AND DISCUSSION	5	1:08 PM	664722
9	Verde Valley Forum for Public Affairs Presentation - INFORMATION AND DISCUSSION	20	1:13 PM	676107
10	SHORT RECESS - PROCEDURAL	10	1:33 PM	667534

Item No.	Item	Time Req.	Start Time	Ref No.
11	Open Call - PROCEDURAL	20	1:43 PM	638209
12	CONSENT AGENDA - HEADING	0	2:03 PM	638210
13	Receipt of Report on Revenues and Expenditures - Month of October 2016 - RECEIPT, DISCUSSION AND/OR DECISION	1	2:03 PM	638211
14	Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviations - October 2016 - RECEIPT, DISCUSSION, AND/OR DECISION	1	2:04 PM	638212
15	Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.2 - Reserves - October 2016 - RECEIPT, DISCUSSION, AND/OR DECISION	1	2:05 PM	638213
16	INFORMATION - HEADING	0	2:06 PM	638216
17	Sabbatical Report From Dr. Mark Shelley, - INFORMATION AND/OR DISCUSSION	10	2:06 PM	638217
18	Information from the President to Include Employee Fall Open Forums; Yavapai Combined Trust Quarterly Update; College Highlights, and Other Related Issues - INFORMATION AND/OR DISCUSSION	10	2:16 PM	638219
19	Update from Instruction and Student Development to Include Faculty Senate Update; Student Leadership Council (SLC); Enhancing Performing Arts in the Verde Valley; and Other Related Issues - INFORMATION AND/OR DISCUSSION	20	2:26 PM	638220
20	SHORT RECESS - PROCEDURAL	10	2:46 PM	638221
21	MONITORING REPORTS - HEADING	0	2:56 PM	638222
22	Receipt of President's Monitoring Report - Ends Statements - 1.2 Economic Ends - MONITORING, DISCUSSION, AND/OR DECISION	5	2:56 PM	667535
23	Receipt of President's Monitoring Report - Ends Statements - 1.3 Communities Ends - MONITORING, DISCUSSION, AND/OR DECISION	5	3:01 PM	667536
24	Receipt of President's Monitoring Report - Executive Limitation 2.1 - Service to the Public - MONITORING, DISCUSSION AND/OR DECISION	5	3:06 PM	648533
25	Receipt of President's Monitoring Report - Executive Limitation 2.4 - Asset Protection - MONITORING, DISCUSSION AND/OR DECISION	5	3:11 PM	661543
26	Board Evaluation of Policies - Board-President Linkage Policy 4.2 - Accountability of the President - MONITORING, DISCUSSION AND/OR DECISION	5	3:16 PM	638224
27	Board Self-Evaluation - Board-President Linkage Policy 4.3 - Delegation to President - MONITORING, DISCUSSION AND/OR DECISION	5	3:21 PM	638232
28	OWNERSHIP LINKAGE (CONTINUED) - HEADING	0	3:26 PM	638225
29	Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB) and Yavapai College Foundation - INFORMATION, DISCUSSION, AND/OR DECISION	5	3:26 PM	638227
30	Reports from Board Members - INFORMATION	5	3:31 PM	675379

Item No.	Item	Time Req.	Start Time	Ref No.
31	OTHER INFORMATION - HEADING	0	3:36 PM	638228
32	Correspondence to the Board - RECEIPT	1	3:36 PM	638229
33	Planning of Spring 2017 District Governing Board Annual Workshop - DISCUSSION AND/OR DECISION	10	3:37 PM	674493
34	Proposed Dates and Places of Future Meetings for Fiscal Year 2016 - 2017 - DISCUSSION AND/OR DECISION	1	3:47 PM	638230
35	ADJOURNMENT OF REGULAR MEETING - PROCEDURAL	1	3:48 PM	638231

**Presenter :** Patricia McCarver

**Start Time :** 1:00 PM

**Item No :** 1

**Proposed By :** Patricia McCarver

**Time Req :** 0

**Proposed :** 5/4/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** CALL TO ORDER - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 1:00 PM

**Item No :** 2

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Call to Order - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver  
**Proposed By :** Patricia McCarver  
**Proposed :** 5/4/2016

**Start Time :** 1:01 PM  
**Time Req :** 1  
**Item Type :** Procedure Item

**Item No :** 3

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Pledge of Allegiance - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver  
**Proposed By :** Patricia McCarver  
**Proposed :** 5/4/2016

**Start Time :** 1:02 PM  
**Time Req :** 2  
**Item Type :** Procedure Item

**Item No :** 4

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Welcome to Guests and Staff - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 1:04 PM

**Item No :** 5

**Proposed By :** Patricia McCarver

**Time Req :** 3

**Proposed :** 5/4/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.5.4	Unless the Chair has delegated his or her authority otherwise pursuant to Policy 3.5.2.3, the Secretary fulfills the duties of the Chair in the absence of the Chair, including chairing Board meetings and signing documents on behalf of the Board and/or Yavapai College. The Secretary assures the accuracy of Board documents. The Board has its own documents so the accuracy of Board records are critical for historical purposes. The Secretary attests to the Board's adoption of policy.	558943

**Description :** Approval of District Governing Board October 11, 2016 Regular Meeting Minutes - DISCUSSION AND/OR DECISION

**Details :** To affirm discussion and record of actions, motions made and approved by the District Governing Board at the October 11, 2016 Regular District Governing Board Meeting . As part of the Board Agenda, the record of the proceedings of the previous meetings are presented for Board approval, reporting the kind of meeting, date and place of the meeting, participants present, approval of consent items, and all the main motions, the hours of the meeting(s), and the adjournment. The approved minutes are used to establish a permanent record of decisions approved by the District Governing Board. (Executive Session minutes are confidential by statute and are; therefore, not included in public meeting documents.)

**Attachments :**

Title	Created	Filename
Unapproved Regular Meeting Minutes Oct11.pdf	Oct 14, 2016	Unapproved Regular Meeting Minutes Oct11.pdf



**Yavapai College District Governing Board  
Regular Board Meeting  
Unapproved Minutes of Regular Meeting  
Tuesday, October 11, 2016  
1:00 PM**

Prescott Campus - Rock House  
1100 E. Sheldon Street  
Prescott, Arizona

District Governing Board meeting recordings may be viewed on CableOne Access 13 or the Yavapai College Website. CableOne Access 13 records all regular board meetings for subsequent broadcast and the schedule is available on the Access 13 website at <http://www.access13.org>. The District Governing Board agenda, packet materials, handouts, and minutes are on file in the District Office and posted on the College website along with regular board meeting recordings posted approximately 12 days after each meeting at <http://www.yc.edu/v5content/district-governing-board/>.

**Members Present:**

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

**Absent:**

Mr. Ray Sigafos, Board Member

**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 meeting to order at 1:00 p.m.

**3. Pledge of Allegiance – PROCEDURAL**

The Pledge of Allegiance was led by Member Irwin.

**4. Welcome to Guests and Staff – PROCEDURAL**

Chair McCarver welcomed all guests and staff.

**5. Approval of the District Governing Board September 12, 2016 Retreat and September 13, 2016 Regular Meeting Minutes- DISCUSSION AND DECISION** (refer to Board agenda, pgs. 5-12)

Member Filardo moved, seconded by Member Irwin, to approve the District Governing Board September 12, 2016 Retreat and September 13, 2016 Regular Meeting Minutes as written. Motion carried unanimously.

**6. Adoption of Agenda – DECISION**

Member Irwin moved, seconded by Member Filardo, to adopt the agenda as written. Motion carried unanimously.

**7. OWNERSHIP LINKAGE – HEADING**

**8. Open Call - PROCEDURAL**

No requests were received.

**9. CONSENT AGENDA – HEADING**

Member McCasland moved, seconded by Member Irwin, to approve Consent Agenda items #11 and #12 as written. Motion carried unanimously.

**10. Receipt of Report on Revenues and Expenditures – Month of September 2016 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 15-24)

Member Filardo moved, seconded by Member Irwin, to approve Consent Agenda item #10: Report on Revenues and Expenditures – September 2016 as written. Motion carried unanimously.

**11. Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation – September 2016 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 25-27)

The President reported compliance.

**12. Receipt of President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves – September 2016 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 28-30)

The President reported compliance.

**13. INFORMATION - HEADING**

**14. Information from the President to Include Fall 2016 Community Outreach; Board Education; Marketing Study; Vice President for College Advancement and Foundation; Yavapai College Tennis Complex; College Highlights; Facilities Management News; and Other Related Issues - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 32-56)

Dr. Penny Wills reported on the following topics with discussion from the Board:

- Community Outreach for Fall 2016 - The Executive Leadership Team has completed the majority of City/Town Council presentations with positive response. The remainder of presentations are scheduled in the next weeks.
- Board Education - Lower Socioeconomic and Underserved Population – Dr. Wills proposes to research, share reading material, and provide speakers throughout the year.  
Member McCasland would like to include the prep-materials from the Verde Valley Post-secondary Education Forums.
- Marketing Study – The College will be conducting market research to gather, study, and evaluate information

addressing community outreach, marketing and public relations in the Verde Valley.

- Vice President for College Advancement and Foundation, Mr. Steve Walker has announced his retirement as of April 2017. Dr. Wills thanked Mr. Walker for his service since 2007 and the significant positive work of the Foundation, Marketing, Economic Development, and Grant Funding.
- Yavapai College Tennis Complex – Member McCasland requested information regarding expenses, revenues and usage.

The college reports high usage to include hosting six (6) USTA tournaments, 12 Grand Prix Events, classes, and several clinics. Total annual revenue of \$31,000 and serving over 100 students per semester.

- College Highlights - Attached - Information Only
- Facilities Management News - Attached - Information Only

**15. Information from Instruction and Student Development to Include Faculty Senate Update; Student Retention Efforts; Adjunct Advisor; and Other Related Information - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 57-68)

Dr. Ron Liss, Vice President for Instruction and Student Development presented an update on the following:

- Faculty Senate Update - Dr. Selina Bliss, Faculty Senate President, reported that this year's theme of the Faculty Association is "Open and Honest Communication" to ensure the success of our students. Assessment Day was held on September 23<sup>rd</sup> and included a half day of Pathways development. The next step will be for faculty with content expertise, to design course maps for each area of study.
- Student Retention Plan - Tania Sheldahl, Associate Vice President for Student Development, shared information regarding student retention:
  - o High Touch – Individual contact through student ambassadors and College staff.
  - o Efforts tracking student progress and providing direction as they move toward completion of their degree or certificate program.
  - o Results: Fall enrollment was increased by 644 students, as a result of a successful July/August call campaign that reached out to students that had not registered.
  - o Future plans: implement retention model, call campaigns to start earlier, and engage faculty.
  - o Retention will be proactive rather than reactive, through high touch connections with YC students.
- Adjunct Advisor - Attached - Information Only

**16. Information from Yavapai College Advancement and Foundation - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 69-80)

Mr. Steve Walker, Vice President for College Advancement and Foundation, provided a report regarding the Yavapai College Foundation Annual Report for FY 2016 and the Fall Focus Magazine. Mr. Walker highlighted the new scholarship program "Education Now" that provides resources for students that show financial need and have a desire to attend YC. The annual report included doubling endowments in the last eight (8) years, 78 new named scholarship in the last six (6) years, bequest gifts are continuing to increase each year, and \$2.68M in new grant awarded in the last three (3) months.

**17. Sabbatical Report From Richard Peters - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 81-91)

Richard Peters, Professor of Electrical & Instrumentation Technology, was awarded a sabbatical during Spring 2016 to complete coursework for a Masters in Electronic Engineering Technology. His sabbatical presentation included information regarding:

- Completion of his Masters of Science Degree in Electronic Engineering Technology
- Improved Curriculum
- Updates for Robotics Labs
- Improved ISCET ESA Modules
- Outreach to local middle and high school teachers regarding training and student recruitment

**18. Sabbatical Report From Cynthia DeCecco - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 92-102)

Cynthia DeCecco, Professor of Studio Arts in the Arts and Humanities Division, was awarded a sabbatical during Spring 2016 for a research project entitled, "Invention and Form". Her travels to Rome, Italy allowed her to study works of art from the Renaissance, Baroque, and also industrial designers of today.

**19. SHORT RECESS - PROCEDURAL**

Meeting recessed at 2: 08 p.m.; reconvened at 2:23 p.m.

**20. MONITORING REPORTS – HEADING**

**21. Receipt of President's Monitoring Report - Ends Statements - 1.1 Education Ends - MONITORING, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 103-118)

Member Filardo moved, seconded by Member Irwin, that we have read the President's Monitoring Report regarding Policy 1.1, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 1.1. Motion carried unanimously.

**22. Board Evaluation of Governance Policy 3.2 - Board Job Description - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 119-123)



**23. OWNERSHIP LINKAGE (CONTINUED) - HEADING**

**24. 2016-2017 Ownership Linkage Plan - DISCUSSION AND/OR DECISION** (refer to Board agenda, pgs. 124-132)

The Board discussed implementation of the 2016-2017 Ownership Linkage Plan to incorporate:

- Community Conversations - a series of four (4) sessions to be held in rural, outlying areas of Yavapai County. The sessions will be conducted in the Spring semester and comprised of 20 participants such as principals, civic, business and community leaders.

- Community Survey - repeat of the 2014 survey to be conducted in late Spring.

The Board requests the survey help identify barriers for student success and conveying value associated with services.

Staff will notify the Board of dates and locations of the community conversations and final format of the community survey.

**25. East Yavapai County Ownership Linkage - DISCUSSION**

The Board discussed continued community engagement with East Yavapai County and broader connection through community conversations and community survey.

Mr. Filardo provided additional comments on the suspension of the Verde Valley Board Advisory Committee.

**26. Review of the District Governing Board Annual Calendar - INFORMATION, DISCUSSION AND/OR DECISION**

The Board reviewed the 2016-2017 Annual Calendar to determine and arrange Policy Governance activities regarding Monitoring, Policy Decisions, Board Education, and Ownership Linkage.

The Board requested that the 2016-2017 calendar include additional Ownership Linkage: community conversations (four sessions), community survey, and educational presentations on low socioeconomic/underserved populations.

**27. Reports from Board Liaisons - Association of Community College Trustees (ACCT) and Yavapai College Foundation – INFORMATION, AND/OR DISCUSSION**

- Association of Community College Trustees (ACCT) Leadership Congress Report - Member McCasland attended the ACCT conference on October 5 - 8, 2016. McCasland reported that she attended several beneficial sessions.

- Yavapai College Foundation – Dr. Pat McCarver reported the last meeting held on September 14, 2016 with reports from REDC, volunteer committees, scholarships, and the Foundations continuing support of students the College. The next meeting will be held on October 12, 2016.

**28. OTHER INFORMATION - HEADING**

**29. Correspondence to the Board – RECEIPT**

Correspondence received included: Yavapai College Community Update; YC Career & Technical Education Update; Osher Lifelong Learning Institute Fall Schedule; and Yavapai College Foundation Focus Magazine.

**30. District Governing Board Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION** (refer to Board agenda, pgs. 141-142)

Board Members reviewed the FY 2016 - 2017 District Governing Board calendar to confirm meeting dates, times, and locations for future Board meetings - attached

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

Member Irwin moved, seconded by Member McCasland, to adjourn the meeting. Motion carried unanimously.

Regular meeting adjourned at 3:05 p.m.

Respectfully submitted:

\_\_\_\_\_/S/\_\_\_\_\_  
Ms. Karen Jones, Recording Secretary

Date: November 1, 2016

*Board agenda, packet materials, handouts from meeting are on file in the District Office and posted on the College website: [www.yc.edu](http://www.yc.edu).  
The mission of Yavapai College is to provide quality higher learning and cultural resources for the diverse populations of Yavapai County.*

**Presenter :** Patricia McCarver

**Start Time :** 1:07 PM

**Item No :** 6

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Adoption of Agenda - DECISION

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 1:08 PM

**Item No :** 7

**Proposed By :** Patricia McCarver

**Time Req :** 0

**Proposed :** 8/12/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** OWNERSHIP LINKAGE - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 1:08 PM

**Item No :** 8

**Proposed By :** Patricia McCarver

**Time Req :** 5

**Proposed :** 9/20/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
3.6	When appointed by the Board, committees will exist to assist the Board in the fulfillment of its duties and not supplant the Board's role. Board committees shall be established to help the Board do its job, not to help or advise the staff. Committees ordinarily shall assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees shall normally not have direct dealings with current staff operations.	398565
3.6.1	Board committees shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority shall be carefully stated in order not to conflict with authority delegated to the President.	558884

**Description :** Recognition of the Verde Valley Board Advisory Committee (VVBAC) Members - INFORMATION AND DISCUSSION

**Details :** The Board will recognize members of the Verde Valley Board Advisory Committee (VVBAC) and thank them for their service. The VVBAC was established in 2014 as a temporary Board Committee with the committee's first meeting being held November 7, 2014. The mission and vision statement of the committee was as follows:

Mission: To provide advice to the Yavapai College District Governing Board based on objective analysis and feedback from Verde Valley communities.

Vision: Recognized as the Verde Valley's voice for constructive and collaborative dialog between residents and the Yavapai College District Governing Board to promote improved access to quality higher education.

The committee agree their role was as follows:

- a. Represent the Verde Valley as a whole and the member's community.
- b. Determine the issues to resolve and prioritize.
- c. Seek out accurate data and input from stakeholders.
- d. Perform careful analysis as a basis for advice.
- e. Provide information to the Verde Valley Community as appropriate.
- f. Make recommendations to the Yavapai College District Governing Board through the liaison appointed by the District Governing Board Chair.

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 1:13 PM

**Item No :** 9

**Proposed By :** Patricia McCarver

**Time Req :** 20

**Proposed :** 10/21/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
3.4.2.2	Governance education and education related to Ends' determination (e.g., Board training, presentations by futurists, demographers, advocacy groups and staff, studying internal and external publications, attending conferences, etc.) shall be arranged in September and October, and will be held during the balance of the cycle.	560676

**Description :** Verde Valley Forum for Public Affairs Presentation - INFORMATION AND DISCUSSION

**Details :** The Verde Valley Forum for Public Affairs (VVFPA) will present a Report of the September 9-10, 2016 Verde Valley Forum: The Role of Post-Secondary Education in the Future of the Verde Valley Region - Tara Jackson, President for Arizona Town Hall; Dick Dahl, President for VVFPA; and Steve King, Vice President for VVFPA Forums.

**Attachments :**

Title	Created	Filename
VVFPA Report.pdf	Oct 27, 2016	VVFPA Report.pdf

Verde Valley Forum for Public Affairs  
*The Role of Post-Secondary Education in the Verde Valley Region*  
Report to the Yavapai College District Governing Board  
November 1, 2016

Part I. **By Tara Jackson, President – Arizona Town Hall:** For over 50 years, the Arizona Town Hall (AZTH) has educated, engaged and empowered Arizonans to create solutions to critical public policy issues. The process the AZTH has successfully used was emulated to conduct Verde Valley Forums for over the past 25 years. This year's Forum was conducted using a formal partnership arrangement between the AZTH and the Verde Valley Forum for Public Affairs. The event was held on Sept. 9-10 and addressed the topic, ***The Role of Post- Secondary Education in the Future of the Verde Valley Region***. As is traditional, one of our three state universities--in this case the Morrison Institute of Arizona State University-- developed a ***Background Research Report*** that provided the Forum participants with a common information base upon which to conduct their deliberations. Forum participants were also provided with a copy of a 2013 report prepared by the Morrison Institute entitled, ***The Role of Career and Technical Education in Arizona's Future***. Copies of these reports are included with the documents being submitted to you as a part of our presentation today. Meeting in facilitated small groups, a demographic cross section of participants from all areas of the Verde Valley Region responded to a common set of questions pertaining to specific elements of the Forum topic. Recordors captured points of consensus that were then read to the entire group. A trained recorder from AZTH then compiled a report that reflected the overall consensus achieved by the Forum participants for each discussion question. For decades, the AZTH and Forum recommendations have proven to be a valuable resource for public policy makers because these recommendations do not represent the agenda of a particular group, nor do they reflect a precast political perspective. As private, civic organizations, the AZTH and the Verde Valley Forum for Public Affairs serve as a catalyst for conversations and creation of recommendations that have resulted in significant changes in public policy.

**Part II. By Dick Dahl, President – Verde Valley Forum for Public Affairs:** Mr. Dahl will provide an overview of this year's forum process, which included three distinct elements or phases: 1. The Future Leaders Forum held on August 18th on the Yavapai College Verde Valley Campus, 2. The 2016 Verde Valley Forum held on September 9 - 10 at the Yavapai-Apache Nation Conference Center in Camp Verde and 3. The Community Outreach Sessions following the Forum, which were held in four locations: Cottonwood and Clarkdale on October 18<sup>th</sup> and Sedona and Camp Verde on October 25<sup>th</sup>. More than 250 stakeholders from throughout the Verde Valley Region participated in one or more of these events. In addition to copies of the Background Research Reports, copies of the reports from each of these events and the ***2016 Forum Highlights Report*** distributed at our Community Outreach Sessions have been submitted to you today for the record. All of these documents are also available for the public to view and/or download on our website [www.vvforum.org](http://www.vvforum.org).

**Part III. By Steve King, Vice President and Forum Chair – Verde Valley Forum for Public Affairs:** Mr. King will provide a summary of the Forum results, including the participants' consensus on Priority Goals and the Action Plans for achieving the goals. He will also report on the overriding themes for the Verde Valley Region that emerged from the four Community Outreach Sessions held following the Forum. These themes include the critical need for improved communication and collaboration between post-secondary education providers and all of the region's stakeholders; the significant need for improvements in supporting and helping to meet the post-secondary educational needs of underserved population segments and the need for identification and better utilization of resources available to enhance and sustain post-secondary education in the region.

**Part IV. Q & A**

**Presenter :** Patricia McCarver

**Start Time :** 1:33 PM

**Item No :** 10

**Proposed By :** Patricia McCarver

**Time Req :** 10

**Proposed :** 9/26/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** SHORT RECESS - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 1:43 PM

**Item No :** 11

**Proposed By :** Patricia McCarver

**Time Req :** 20

**Proposed :** 5/4/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Open Call - PROCEDURAL

**Details :** This is an opportunity for residents of Yavapai County to provide their input on any issue within the jurisdiction of the Yavapai College District Governing Board. Under the Arizona Open Meeting Law, A.R.S. §38-431.01(H), at the conclusion of the Open Call, individual members of the public body may respond, may ask staff to review a matter, or may ask that a matter may be put on a future Board agenda. However, members of the public body shall not discuss or take legal action on matters raised during an Open Call to the public unless the matters are properly noticed for discussion and legal action.

If you wish to address the Board, please complete a "Request to Speak" form, and give it to the Recording Secretary and be prepared to limit your remarks to the allotted time limit.

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 2:03 PM

**Item No :** 12

**Proposed By :** Patricia McCarver

**Time Req :** 0

**Proposed :** 5/4/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** CONSENT AGENDA - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 2:03 PM

**Item No :** 13

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Consent Item

Policy No.	Description	Ref No
3.4.3.4	<p>The Board shall use a Consent Agenda to comply with its legal and contractual obligations on matters which it has otherwise delegated to the President and to enable efficient decision making.</p> <p>Therefore, the Consent Agenda will be used to:</p> <p>a) Deal with items which the Board has delegated but is required to review or receive by relevant law or contract; and</p> <p>b) To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.</p>	560679

**Description :** Receipt of Report on Revenues and Expenditures - Month of October 2016 - RECEIPT, DISCUSSION AND/OR DECISION

**Details :** This item is on the consent agenda to comply with A.R.S. §15-1461-District Budget.

Included is the financial update report highlighting the status of several key financial indicators.

The report of Revenues and Expenditures for the fourth month of Fiscal Year 2016-2017 ending October 25, 2016 is attached (shortened month due to early DGB meeting). Expenditures are reported on the modified accrual basis of accounting.

**Attachments :**

Title	Created	Filename
Financial Update - Oct 2016 in Nov.pdf	Oct 27, 2016	Financial Update - Oct 2016 in Nov.pdf
YCFS October 2016 - Governing Board Budget Report.pdf	Oct 27, 2016	YCFS October 2016 - Governing Board Budget Report.pdf
YCFS October 2016_Summary.pdf	Oct 27, 2016	YCFS October 2016_Summary.pdf



# YAVAPAI COLLEGE

## FINANCIAL UPDATE

October 2016

### FY2015-2016 Close and Audit

- The year-end close for FY2015-2016 is planned for November 2016.
- The auditors began their field work on October 17, 2016. The audit report (Comprehensive Annual Financial Report) will be issued in mid-December 2016 in time to qualify for the Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA).
- The Comprehensive Annual Financial Report (CAFR) for FY2015-2016 will be presented to the Board in early 2017.

### FY 2016-2017 Budget

#### General Fund

- Total property taxes collected have historically been approximately .4% less than the levy. We expect this trend to continue.
- Tuition and fees is projected to come in below budget for the fiscal year based upon lower fall 2016 enrollment.
- Expenditures are expected to come in under budget for the fiscal year due to vacancy savings and unused contingency budgets.

#### Auxiliary Fund

- The Auxiliary Fund is comprised of Auxiliary Enterprises and Public Services. Auxiliary Enterprises generally exists to furnish non-core goods or services to students and employees, charging a fee directly related to, although not necessarily equal to, the cost of the goods or services. Examples include Bookstore, Food Services, and Housing. Public Services are those non-instructional services provided primarily to benefit individuals and groups external to the institution, charging a fee directly related to, although not necessarily equal to, the cost of the goods or services. Examples include REDC and Community Events. While each Auxiliary Fund operation is managed as a self-supporting activity, the District historically and currently transfers funds from the General Fund to the Auxiliary Fund to subsidize various operations. This is most notable in the public services area where the District strives to balance offering these DGB-End-driven services with the charging of reasonable prices.

- Total Auxiliary Enterprises is projected to be within budget for the fiscal year.

#### Unexpended Plant Fund

- The Unexpended Plant Fund currently has a slight surplus. In the upcoming months we expect it to swing to a deficit position after a significant amount of Preventative Maintenance and Capital Improvement Projects (CIP) are encumbered for the fiscal year. The supporting revenues to cover the deficit will be received over the remaining fiscal year.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
REPORT OF EXPENDITURES**

**For the Four Months Ended October 25, 2016 (shortened month due to early DGB meeting)  
Fiscal Year 2016-2017**

**District Governing Board**

**Fiscal Year 2016-17 Budget:**

**\$ 170,168**

	<b><u>Purpose</u></b>	<b><u>Year-to-Date Expenditures</u></b>	<b><u>Encumbered Obligations</u></b>	<b><u>Total Expenditures/ Encumbrances</u></b>	
<b>EXPENDITURES (note 1):</b>					
Salary Expenses	Staff Support	\$ 12,498	\$ 20,374	\$ 32,872	
Association of Community College Trustees	Membership Dues	5,239	-	5,239	
Deborah McCasland	Travel	2,003	-	2,003	
HF Group LLC	Binding	106	1,394	1,500	
Karen Jones	Travel	50	-	50	
Osborn Maledon PA	Legal Counsel	100	37,400	37,500	
Ourboardroom Technologies	Software Maintenance	6,250	6,250	12,500	
Penelope Wills	Travel	250	-	250	
Sodexo Inc.	Food Supplies	636	4,364	5,000	
Steve Walker	Travel	250	-	250	
The Governance Coach	Consulting	-	5,000	5,000	
Supplies/Other	Various Vendors	178	-	178	
VVTV	Board Meeting Broadcasts	500	2,500	3,000	
YC Printing Services	Printing	760	-	760	
				<u>106,102</u>	
<b><u>Verde Valley DGB Advisory Committee</u></b>					
Osborn Maledon PA	Legal Counsel	201	4,799	5,000	
				<u>5,000</u>	
<b>Remaining Budget - October 25, 2016</b>					<b><u>\$ 59,066</u></b>

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended October 25, 2016 - 33.3% of the Fiscal Year Complete (shortened month due to early DGB meeting)**

**Fiscal Year 2016-2017**

**SUMMARY - ALL FUNDS**

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>		
<b>REVENUES:</b>							
General Fund	\$ 17,808,561		\$ 17,808,561	\$ 43,611,000	40.8%		
Restricted Fund	5,364,766		5,364,766	14,275,400	37.6%		
Auxiliary Fund	2,319,025		2,319,025	4,300,900	53.9%		
Unexpended Plant Fund	4,463,174		4,463,174	11,648,400	38.3%		
Debt Service Fund	2,299,137		2,299,137	6,896,000	33.3%		
<b>TOTALS</b>	<b><u>32,254,663</u></b>		<b><u>32,254,663</u></b>	<b><u>80,731,700</u></b>	<b><u>40.0%</u></b>		
		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (note 1):</b>							
General Fund		\$ 13,092,409	\$ 16,140,482	\$ 14,278,696	\$ 14,954,195	\$ 43,611,000	34.3%
Restricted Fund		4,981,497	1,019,124	899,529	5,101,092	14,275,400	35.7%
Auxiliary Fund		1,542,603	944,286	737,004	1,749,885	4,300,900	40.7%
Unexpended Plant Fund		1,661,652	2,520,079	-	4,181,731	11,648,400	35.9%
Debt Service Fund		1,300	2,297,668	-	2,298,968	6,896,000	33.3%
<b>TOTALS</b>		<b><u>21,279,461</u></b>	<b><u>22,921,639</u></b>	<b><u>15,915,229</u></b>	<b><u>28,285,871</u></b>	<b><u>80,731,700</u></b>	<b><u>35.0%</u></b>
<b>SURPLUS/(DEFICIT)</b>					<b><u>3,968,792</u></b>	<b><u>-</u></b>	

**COMMENTS:**

Through the fourth month, 35.0% of budget has been committed (excluding labor encumbrances) compared to 40.0% of revenues received.

The Budget currently has a surplus of \$3,968,792.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended October 25, 2016 - 33.3% of the Fiscal Year Complete (shortened month due to early DGB meeting)**

**Fiscal Year 2016-2017**

**GENERAL FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 16/17 Budget</u>	<u>Percent of Budget</u>	<u>FY 16/17 Estimate</u>	<u>Budget to Estimate Variance</u>
<b>REVENUES:</b>							
Primary Property Taxes	\$ 11,455,168		\$ 11,455,168	\$ 34,538,200	33.2%	\$ 34,538,200	\$ -
Primary Property Taxes - Contingency	(50,000)		(50,000)	(150,000)	33.3%	(142,500)	7,500
Tuition and Fees	6,843,773		6,843,773	10,751,000	63.7%	10,751,000	-
Tuition and Fees - Contingency	(183,333)		(183,333)	(550,000)	33.3%	(430,040)	119,960
State Appropriations	400,100		400,100	800,000	50.0%	800,000	-
Other Revenues	94,793		94,793	442,900	21.4%	442,900	-
Interest Income	6,760		6,760	55,000	12.3%	55,000	-
Fund Balance Applied to Budget	690,000		690,000	2,070,000	33.3%	2,070,000	-
General Fund Transfer Out	(1,448,700)		(1,448,700)	(4,346,100)	33.3%	(4,346,100)	-
<b>TOTAL REVENUES</b>	<b>17,808,561</b>		<b>17,808,561</b>	<b>43,611,000</b>	<b>40.8%</b>	<b>43,738,460</b>	<b>127,460</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 16/17 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 16/17 Budget</u>	<u>Budget to Estimate Variance</u>
<b>EXPENDITURES (note 1):</b>								
Instruction	\$ 4,779,310	\$ 6,408,703	\$ 5,995,031	\$ 5,192,982	\$ 17,516,000	29.6%	\$ 17,340,840	\$ (175,120)
Academic Support	1,543,309	1,704,207	1,567,694	1,679,822	4,745,000	35.4%	4,650,100	(94,900)
Institutional Support	3,107,864	3,920,074	3,194,982	3,832,956	8,775,000	43.7%	8,643,375	(131,625)
Student Services	1,385,504	1,725,300	1,639,679	1,471,125	5,021,000	29.3%	4,945,685	(75,315)
Operation/Maintenance of Plant	1,781,927	2,287,254	1,812,218	2,256,963	6,270,000	36.0%	6,207,300	(62,700)
Scholarships	436,783	25,852	-	462,635	878,000	52.7%	878,000	-
Public Service	57,712	69,092	69,092	57,712	156,000	37.0%	153,660	(2,340)
Prop 301 Contingency	-	-	-	-	250,000	0.0%	-	(250,000)
<b>TOTAL EXPENDITURES</b>	<b>13,092,409</b>	<b>16,140,482</b>	<b>14,278,696</b>	<b>14,954,195</b>	<b>43,611,000</b>	<b>34.3%</b>	<b>42,818,960</b>	<b>(792,000)</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 2,854,366</b>	<b>\$ -</b>			

**COMMENTS:**

Second quarter State Aid was received in October 2016.

Tuition and Fees revenues above budget due to fall 2016 and some of spring 2017 tuition payments being recorded. This will even out over the next few months.

Instructional expenditures under budget due to faculty contracts beginning in mid-August.

Institutional Support expenditures above budget due to the payment and or encumbering of various expenses at the beginning of the fiscal year (e.g. insurance, software licenses, IT maintenance, dues, etc.).

Scholarships at 52.7% of budget due to fall 2016 financial aid awards.

The Budget currently has a surplus of \$2,854,366.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended October 25, 2016 - 33.3% of the Fiscal Year Complete (shortened month due to early DGB meeting)**

**Fiscal Year 2016-2017**

**RESTRICTED FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Federal Grants and Contracts	\$ 4,021,519		\$ 4,021,519	\$ 11,805,000	34.1%
State Grants and Contracts	25,808		25,808	211,000	12.2%
Private Gifts, Grants and Contracts	333,823		333,823	783,000	42.6%
Proposition 301 Funds	276,821		276,821	675,000	41.0%
State Appropriation - STEM Workforce	387,200		387,200	774,400	50.0%
Fund Balance Applied to Budget	-		-	27,000	0.0%
Reimbursement Due	319,595		319,595	N/A	N/A
<b>TOTAL REVENUES</b>	<b>5,364,766</b>		<b>5,364,766</b>	<b>14,275,400</b>	<b>37.6%</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>
<b>EXPENDITURES (note 1):</b>						
Instruction	\$ 374,601	\$ 510,135	\$ 403,167	\$ 481,569	\$ 2,814,600	17.1%
Academic Support	-	-	-	-	2,000	0.0%
Student Services	360,568	437,232	424,605	373,195	1,144,200	32.6%
Scholarships	4,192,663	-	-	4,192,663	10,202,600	41.1%
Public Service	53,665	71,757	71,757	53,665	112,000	47.9%
<b>TOTAL EXPENDITURES</b>	<b>4,981,497</b>	<b>1,019,124</b>	<b>899,529</b>	<b>5,101,092</b>	<b>14,275,400</b>	<b>35.7%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 263,674</b>		

**COMMENTS:**

Restricted Funds expended only to the extent that Grants and Gifts are received.

Second quarter STEM Workforce appropriation was received in October 2016.  
Scholarships at 41.1% of budget due to fall 2016 financial aid awards being made.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended October 25, 2016 - 33.3% of the Fiscal Year Complete (shortened month due to early DGB meeting)**

**Fiscal Year 2016-2017**

**AUXILIARY FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 16/17 Budget</u>	<u>Percent of Budget</u>	<u>FY 16/17 Estimate</u>	<u>Budget to Estimate Variance</u>
<b>REVENUES:</b>							
<b>Auxiliary Enterprises</b>							
Residence Halls and Summer Conferences	\$ 1,073,662		\$ 1,073,662	\$ 1,182,400	90.8%	\$ 1,182,400	\$ -
Bookstore Rental and Commissions	90,227		90,227	210,000	43.0%	200,000	(10,000)
Food Services Sales	10,113		10,113	33,000	30.6%	33,000	-
Vending	2,408		2,408	35,000	6.9%	35,000	-
Edventures	323,810		323,810	310,000	104.5%	330,000	20,000
Winery - Tasting Room	26,039		26,039	75,000	34.7%	75,000	-
Family Enrichment Center	183,007		183,007	582,300	31.4%	582,300	-
<b>Public Services</b>							
Community Events	103,110		103,110	479,000	21.5%	479,000	-
Regional Economic Development Center - Training	19,235		19,235	55,000	35.0%	55,000	-
<b>Other Revenues</b>							
Yavapai College Foundation	92,544		92,544	410,000	22.6%	410,000	-
Other	226,570		226,570	324,300	69.9%	324,300	-
Fund Balance Applied to Budget	-		-	100,000	0.0%	-	-
General Fund Transfer In	302,167		302,167	906,500	33.3%	906,500	-
Auxiliary Fund Transfer Out	(133,867)		(133,867)	(401,600)	33.3%	(401,600)	-
<b>TOTAL REVENUES</b>	<b>2,319,025</b>		<b>2,319,025</b>	<b>4,300,900</b>	<b>53.9%</b>	<b>4,210,900</b>	<b>10,000</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 16/17 Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>	<u>FY 16/17 Estimate</u>	<u>Budget to Estimate Variance</u>
<b>EXPENDITURES (note 1):</b>								
Instruction	\$ 39,401	\$ -	\$ -	\$ 39,401	\$ 171,900	22.9%	\$ 171,900	\$ -
Student Services	195,801	249,358	219,007	226,152	616,000	36.7%	616,000	-
Auxiliary Enterprises	632,811	399,362	292,798	739,375	1,528,700	48.4%	1,528,700	-
Public Service	319,492	295,566	225,199	389,859	819,000	47.6%	819,000	-
Facilities & Administrative Allocation Expense	355,098	-	-	355,098	1,065,300	33.3%	1,065,300	-
Contingency	-	-	-	-	100,000	0.0%	-	(100,000)
<b>TOTAL EXPENDITURES</b>	<b>1,542,603</b>	<b>944,286</b>	<b>737,004</b>	<b>1,749,885</b>	<b>4,300,900</b>	<b>40.7%</b>	<b>4,200,900</b>	<b>(100,000)</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 569,140</b>	<b>\$ -</b>			

**COMMENTS:**

Residence Halls and Summer Conferences revenues are above budget due to all of the fall 2016 and most of spring 2017 semester room revenues being recorded. This will even out over the next few months. Edventures sales and related expenditures are ahead of budget due to the September 2016 Italy trip. Note, Edventures expenditures are part of Auxiliary Enterprises.

The Budget currently has a surplus of \$569,140.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended October 25, 2016 - 33.3% of the Fiscal Year Complete (shortened month due to early DGB meeting)**

**Fiscal Year 2016-2017**

**UNEXPENDED PLANT FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>		
<b>REVENUES:</b>							
Primary Property Taxes	\$ 2,882,284		\$ 2,882,284	\$ 8,690,300	33.2%		
Primary Property Taxes - Contingency	(15,000)		(15,000)	(45,000)	33.3%		
Yavapai College Foundation Donation	-		-	50,000	0.0%		
Investment Income	6,777		6,777	15,000	45.2%		
Other	4,345		4,345	20,000	21.7%		
Fund Balance Applied to Budget	918,100		918,100	918,100	100.0%		
General Fund Transfer In	666,668		666,668	2,000,000	33.3%		
<b>TOTAL REVENUES</b>	<b>4,463,174</b>		<b>4,463,174</b>	<b>11,648,400</b>	<b>38.3%</b>		
		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (note 1):</b>							
Preventative Maintenance		\$ 563,090	\$ 666,342	\$ -	\$ 1,229,432	\$ 3,028,000	40.6%
Unplanned Maintenance		51,401	87,350	-	138,751	400,000	34.7%
Capital Improvement Projects		764,679	1,409,340	-	2,174,019	5,549,300	39.2%
Equipment		251,467	280,321	-	531,788	2,072,400	25.7%
Furniture and Fixtures		15,073	11,712	-	26,785	250,000	1.3%
Library Books		15,942	65,014	-	80,956	98,700	32.4%
Operating Contingency		-	-	-	-	250,000	0.0%
<b>TOTAL EXPENDITURES</b>		<b>1,661,652</b>	<b>2,520,079</b>	<b>-</b>	<b>4,181,731</b>	<b>11,648,400</b>	<b>35.9%</b>
<b>SURPLUS/(DEFICIT)</b>					<b>281,443</b>	<b>-</b>	

**COMMENTS:**

The Budget currently has a surplus of \$281,443.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended October 25, 2016 - 33.3% of the Fiscal Year Complete (shortened month due to early DGB meeting)**

**Fiscal Year 2016-2017**

**DEBT SERVICE FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Secondary Property Taxes	\$ 1,649,976		\$ 1,649,976	\$ 4,974,800	33.2%
Secondary Property Taxes - Contingency	(10,000)		(10,000)	(30,000)	33.3%
Investment Income	1,760		1,760	10,000	17.6%
General Fund Transfer In	479,867		479,867	1,439,600	33.3%
Auxiliary Fund Transfer In	133,867		133,867	401,600	33.3%
Fund Balance Applied to Budget	43,667		43,667	100,000	43.7%
<b>TOTAL REVENUES</b>	<b>2,299,137</b>		<b>2,299,137</b>	<b>6,896,000</b>	<b>33.3%</b>

	<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (note 1):</b>						
General Obligation Bonds						
Principal Payments	\$ -	\$ 1,431,667	\$ -	\$ 1,431,667	\$ 4,295,000	33.3%
Interest Payments	-	252,267	-	252,267	756,800	33.3%
Pledged Revenue Obligations						
Principal Payments	-	341,667	-	341,667	1,025,000	33.3%
Interest Payments	-	138,200	-	138,200	414,600	33.3%
Revenue Bonds						
Principal Payments	-	100,000	-	100,000	300,000	33.3%
Interest Payments	-	33,867	-	33,867	101,600	33.3%
Bank Fees	1,300	-	-	1,300	3,000	43.3%
<b>TOTAL EXPENDITURES</b>	<b>1,300</b>	<b>2,297,668</b>	<b>-</b>	<b>2,298,968</b>	<b>6,896,000</b>	<b>33.3%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>169</b>	<b>-</b>	

**COMMENTS:**

Through the fourth month, 33.3% of budget has been committed (excluding labor encumbrances) compared to 33.3% of revenues received.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**Presenter :** Patricia McCarver

**Start Time :** 2:04 PM

**Item No :** 14

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Consent Item

Policy No.	Description	Ref No
3.4.3.4	<p>The Board shall use a Consent Agenda to comply with its legal and contractual obligations on matters which it has otherwise delegated to the President and to enable efficient decision making.</p> <p>Therefore, the Consent Agenda will be used to:</p> <p>a) Deal with items which the Board has delegated but is required to review or receive by relevant law or contract; and</p> <p>b) To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.</p>	560679

**Description :** Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviations - October 2016 - RECEIPT, DISCUSSION, AND/OR DECISION

**Details :** Executive Limitations 2.3.1 - Budget Deviations

The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget.

**Attachments :**

Title	Created	Filename
Policy 2 3 1_Oct in Nov.pdf	Oct 27, 2016	Policy 2 3 1_Oct in Nov.pdf

Monitoring Report - Monthly  
Executive Limitations Policy 2.3.1 – Budget Deviations  
October 2016

The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget.

**President's Interpretation:**

The college budget is comprised of various categories (operating, capital, restricted, debt, and auxiliaries.) It is developed based on the information received from enrollment projections, state funding, local property tax projections, and estimated expenses based on Board Ends, Strategic Initiatives, and projected operating costs. The Board approves the budget in May/June for the upcoming year. As all of these projections are realized, the President will notify the Board of any material deviation of 5% or more variance for the individual funds. The college has established controls through Banner (e.g., approvals on requisitions, non-sufficient funds notifications, and fund security) to ensure early notification of any potential deviations. At all times, any budget transfers made between major funds may only be made within legal statutes and will require Board approval.

Supporting Evidence:

Source: Monthly Revenue and Expenditure  
Financial Reports

General Fund



For the four months ended October 25, 2016, the General Fund has a surplus of \$2,854,400. This is primarily the result of tuition and fee revenues for the fall 2016 and spring 2017 semesters. This will level out over the next few months.

For the fiscal year ended June 30, 2017, General Fund revenues are projected to be above budget by \$127,000 and expenditures are projected to be under budget by \$792,000, resulting in a net surplus of \$919,000 — a 2.1% positive variance.

Auxiliary Fund



For the fiscal year ended June 30, 2017, the Auxiliary fund is projected to be within budget.

## Unexpended Plant Fund



- For the four months ended October 25, 2016, the Unexpended Plant Fund has a small surplus of \$281,400. In the upcoming months we expect it to swing to a deficit position after a significant amount of Preventative Maintenance and Capital Improvement Projects (CIP) are encumbered for the fiscal year. The supporting revenues to cover the deficit will be received over the remaining fiscal year.

For the fiscal year ended June 30, 2017, the Unexpended Plant Fund is projected to be within budget.

## Restricted Fund



The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of October 25, 2016, the Restricted Fund has a moderate surplus and is expected to be below budget for the fiscal year.

## Debt Service Fund



The Debt Service Fund accounts for the monies used to pay the interest and principal on **the District's long-term** bonds. College debt is at fixed rates of interest—for the four months ended October 25, 2016, there were no variances from budget.

## **President's Conclusion:**

I report compliance.

Policy 2.3.1 aligns with Ends Statement No. 1 – Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment.

**Presenter :** Patricia McCarver

**Start Time :** 2:05 PM

**Item No :** 15

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Consent Item

Policy No.	Description	Ref No
3.4.3.4	<p>The Board shall use a Consent Agenda to comply with its legal and contractual obligations on matters which it has otherwise delegated to the President and to enable efficient decision making.</p> <p>Therefore, the Consent Agenda will be used to:</p> <p>a) Deal with items which the Board has delegated but is required to review or receive by relevant law or contract; and</p> <p>b) To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.</p>	560679

**Description :** Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.2 - Reserves - October 2016 - RECEIPT, DISCUSSION, AND/OR DECISION

**Details :** Executive Limitation 2.3.2 - Reserves

The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Funds reserves to drop below \$1 million without specific Board authorization and a realistic recovery.

**Attachments :**

Title	Created	Filename
Policy 2.3.2_Oct in Nov.pdf	Oct 27, 2016	Policy 2.3.2_Oct in Nov.pdf

Monitoring Report - Monthly  
Executive Limitations Policy 2.3.2 – Reserves  
October 2016

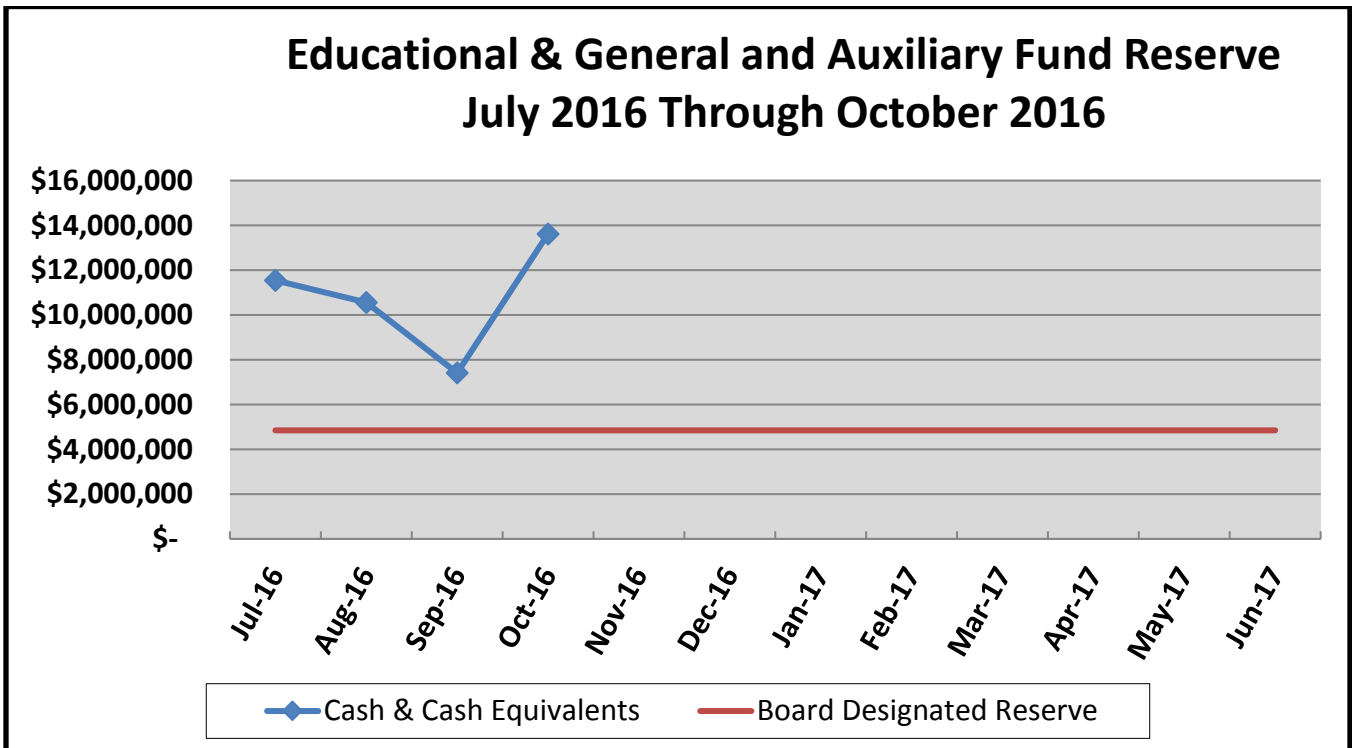
The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Fund Reserves to drop below \$1 million without specific Board authorization and a realistic recovery plan.

**President’s Interpretation:**

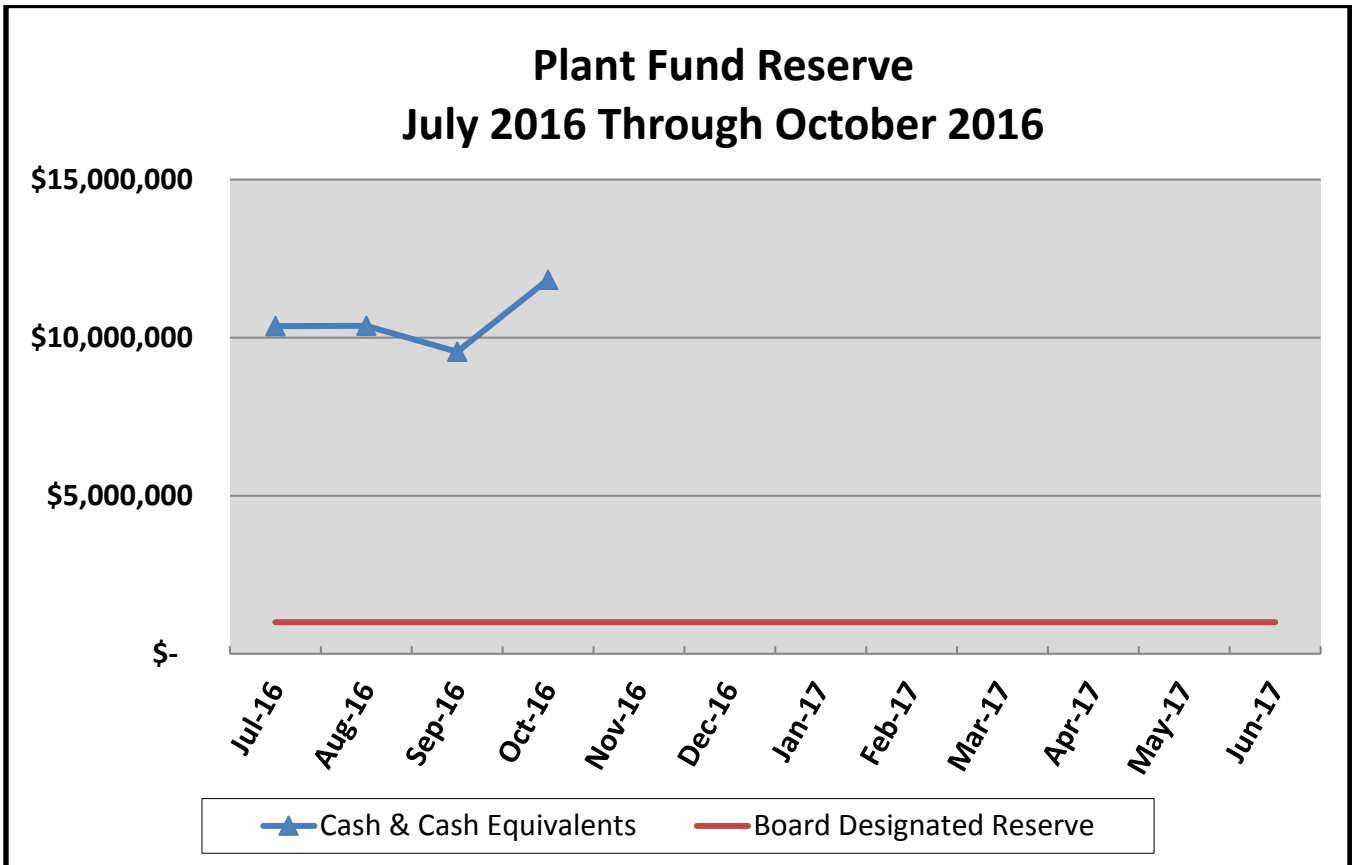
The Current Fund is a combination of the Operating Fund (Education and General) and the Auxiliary Fund. The budgets for these funds also include contingencies reserves to address unforeseen circumstances and seasonal revenues fluctuation. If the administration needs to adjust the Current Fund Reserves for more than a three-month period, below the 10% of the operating budgets and/or the Plant Fund Reserves below \$1 million, the college must seek Board approval. In the request, the administration must include in this budget adjustment request a realistic recovery plan to stabilize the reserves.

Supporting Evidence:

Source: Banner Finance



For the period July 1, 2016, through October 25, 2016, Current Fund reserves have exceeded the Board’s designated reserve.



For the period July 1, 2016, through October 25, 2016, Plant Fund reserves have exceeded the **Board's** designated reserve. As of October 25, 2016, Plant Fund reserves exceed the **Governing Board's** designated reserve amount by \$10,835,300.

**President's Conclusion:**

I report compliance.

Executive Limitation 2.3.2 aligns with Ends Statement No. 1 – Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment.

To that end, maintaining adequate operating reserves provides the necessary cash flow for **the District to deliver its programs and increases the District's ability to respond to** temporary adverse operating conditions such as an unforeseen decrease in operating revenues.

**Presenter :** Patricia McCarver      **Start Time :** 2:06 PM      **Item No :** 16  
**Proposed By :** Patricia McCarver      **Time Req :** 0  
**Proposed :** 5/4/2016      **Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** INFORMATION - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver      **Start Time :** 2:06 PM      **Item No :** 17  
**Proposed By :** Patricia McCarver      **Time Req :** 10  
**Proposed :** 5/4/2016      **Item Type :** Information Item

Policy No.	Description	Ref No
2.5	The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.	344945

**Description :** Sabbatical Report From Dr. Mark Shelley, - INFORMATION AND/OR DISCUSSION

**Details :** Dr. Mark Shelley, Professor of Social and Behavioral Sciences in the Business, Education and Social Sciences Division, was awarded a sabbatical during Fall 2015 for a research project entitled, "Digital Narcotics? The Impact of Personal Mobile Technology on Student Success".

His sabbatical presentation will include:

- Methodology and results of his research as related to the Yavapai College's Strategic Plan
- Impact of personal mobile technology
- Implementation of his conclusions to increase student success and retention at Yavapai College

**Attachments :**

Title	Created	Filename
Shelley PP 4 3.pdf	Oct 25, 2016	Shelley PP 4 3.pdf



# No Rules...

“The cell phone is the most quickly adopted consumer technology in the history of the **world.**”

(Pew Research, 2013)

# “Digital Nation”



Think About It

Journal Entry 4.2

1. What is your greatest time waster?

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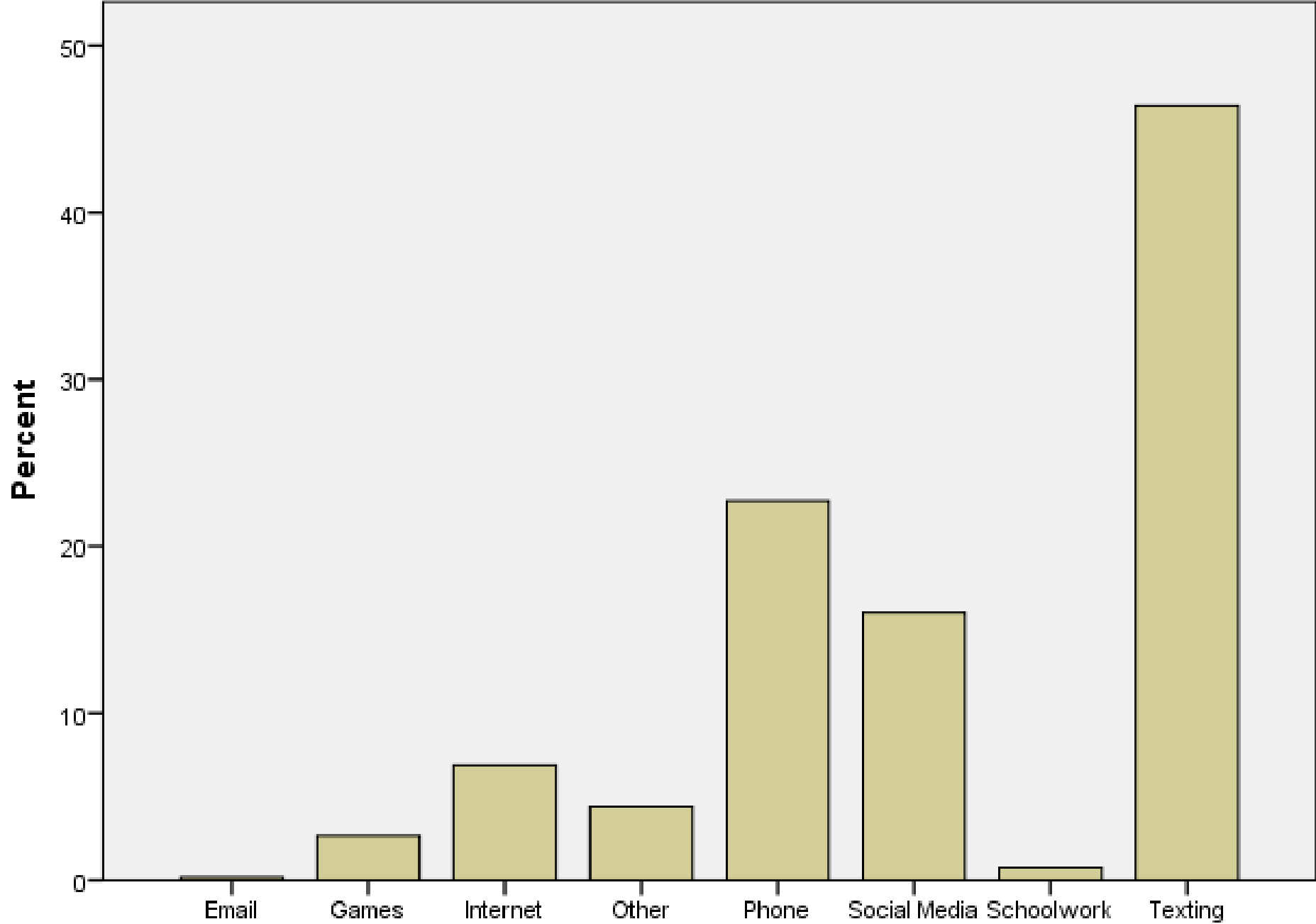
Out of 21 students...

18 identified some form of electronics (Facebook, Texting, NetFlix, Video gaming)

9 admitted (without any further prompting) that these things significantly interfered with their lives (including basics, like sleeping)

# THE SURVEY

- ▶ 636 students surveyed over 2 years
- ▶ 55 classes-morning, afternoon, evening, online
- ▶ 40 different majors/areas of study
- ▶ Sample representative of YC students
- ▶ 98% of students own cell phones
- ▶ 96% have text messaging capacity
- ▶ 82% of students possess smartphones



**Most Frequent Use of Cell Phones**

## CELL PHONE HABITS

### ▶ When is your phone a significant distraction?

In class 23%

Socializing with family/friends 29%

Going to sleep 34%

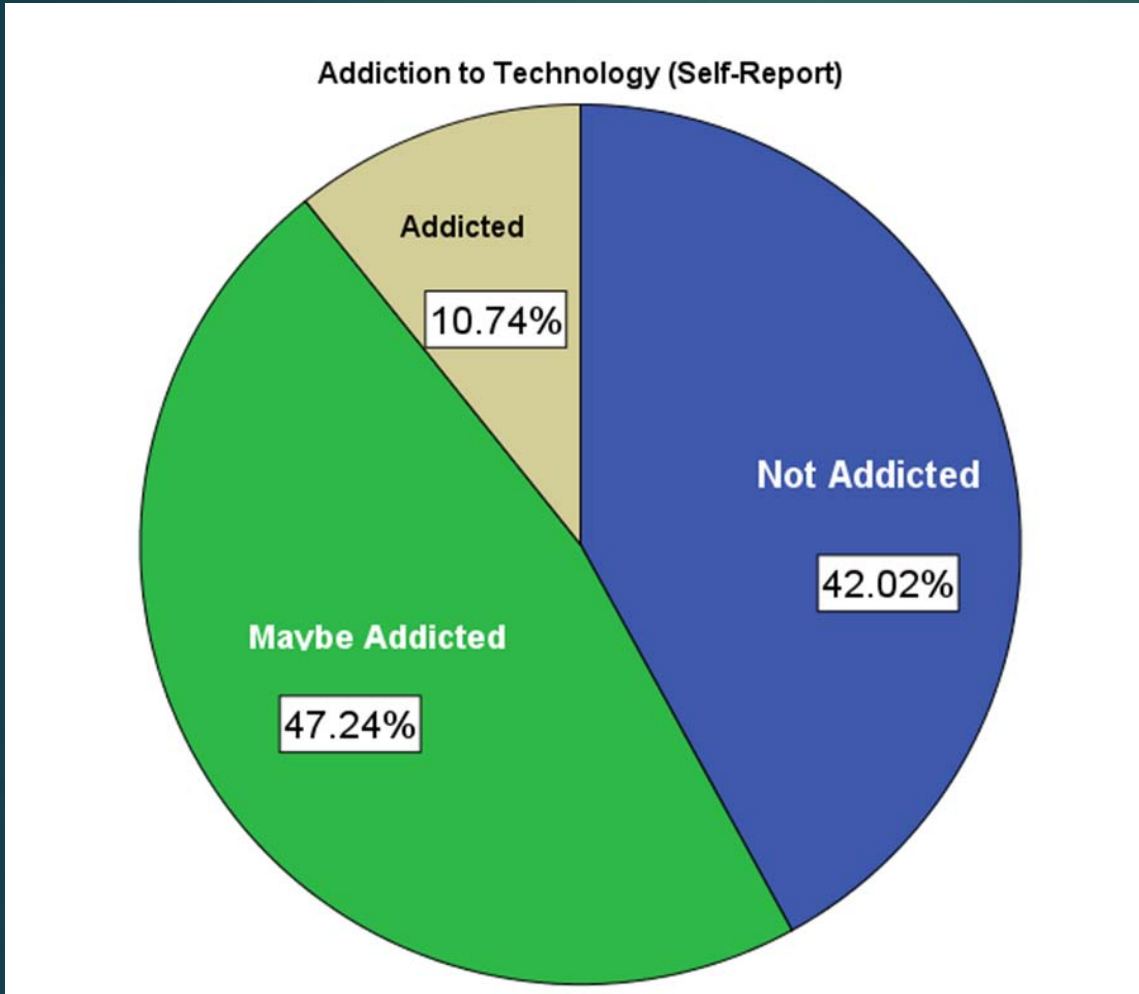
Studying/doing Homework 46%

Not a distraction 33%

# Preference for mode of delivery

Totally In Person	52%
Mostly In Person, Some Online	26%
Mostly Online, Some In Person	13%
Totally Online	9%

# Perceptions of addictive behavior



**Extrapolated over all YC students, more than 4,500 of our students would report some level of *over-dependence* on technology.**

National Rate of *Alcohol Abuse Disorder*: 9.2%



# Technology Generations

- ▶ Digital Natives vs Digital Immigrants  
(under 35) (35 and over)

(Marc Prensky)

- ▶ Internets vs Digitals vs Analogs  
(under 30) (30-50) (over 50)

(technology behaviors reduced by half between groups)



Technology as  
Entertainment/  
Stimulation

Technology as  
Communication

Technology as  
Tools

(Mark Shelley)

- ▶ Always on and (now) always with us, we tend the Net, and the Net teaches us to need it.
- ▶ Networked, we are together, but so lessened are our expectations of each other that we can feel utterly alone.
- ▶ Once we remove ourselves from the flow of **physical, messy, untidy life... we become less** willing to get out there and take a chance.
- ▶ Mobile technology has made each of us “pauseable.”

Sherry Turkle, *Alone Together*  
(Basic Books, 2011)  
pp. 154, 161

# The End of Absence?

▶ The last generation to know what it is like to grow up “untethered,” constantly connected.

▶ Times of undistracted reflection give rise to creativity and insight.

*“Shower thoughts”*

▶ “Deep learning” vs. “checking off the boxes to graduation.”

# Applications of this Research

## Presentations at

National Resource Center Conference on The First Year Experience (San Diego), 2015

Move On Arizona Conference (Buena Vista/YC Verde)

First Things First Childhood Coalition Training

Yavapai College Summer Institute 2016

Adjunct Faculty Training, Verde Valley Campus

All My Classes

Development of a unique section of HUM205 Technology and Human Values, including the development of a Reader. (Flash drive)

**Experimentation with “con conversationally-based, low-tech” teaching methodologies.**

It is not the USE of technology that is the problem.

It is the MISUSE and OVERUSE of technology, especially the substitution of *digital interaction* for *human interaction*.

**Let's find ways to help our student**  
MANAGE their technology.

- awareness
- self-management
- experience (time away from tech)

Thank You!

**Presenter :** Patricia McCarver

**Start Time :** 2:16 PM

**Item No :** 18

**Proposed By :** Patricia McCarver

**Time Req :** 10

**Proposed :** 5/4/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
2.5	The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.	344945

**Description :** Information from the President to Include Employee Fall Open Forums; Yavapai Combined Trust Quarterly Update; College Highlights, and Other Related Issues - INFORMATION AND/OR DISCUSSION

**Details :** Dr. Penny Wills will report on the following topics with possible discussion from the Board:

- Employee Fall Open Forums - October 17, 2016
- Yavapai Combined Trust Quarterly Update
- College Highlights - Attached - Information Only
- Other Related Issues

**Attachments :**

Title	Created	Filename
YCT Report.pdf	Oct 19, 2016	YCT Report.pdf
Board Highlights.pdf	Oct 25, 2016	Board Highlights.pdf



# Yavapai Combined Trust

## Monthly Report

**Reporting Period: July 2016 through June 2017**

(Updated August 2016)

 Segal Consulting

# Table of Contents

	<u>Page</u>
• Executive Summary	2
• Summary of Self-Funded Plan Costs	3
• Summary of Medical/Pharmacy Self-Funded Plan Costs	4
• Summary of Dental Self-Funded Plan Costs	5
• Summary of Vision Self-Funded Plan Costs	6
• Summary of Short Term Disability Self-Funded Plan Costs	7
• Medical Paid Claims and Enrollment by Plan	8
• Dental Paid Claims and Enrollment by Plan	9
• Self-Funded Plan Expense Detail	10
• Large Medical Claims (> \$125,000) Summary	11
• Interim Fund Balance	12







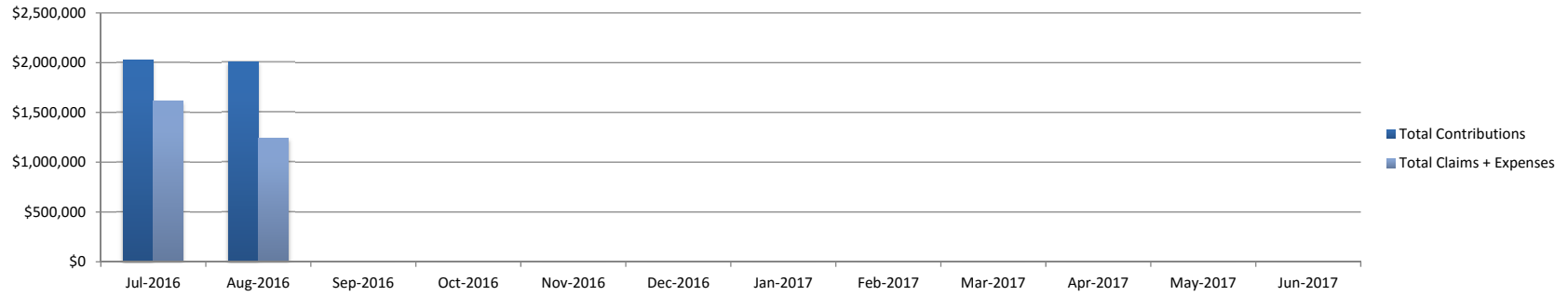
## Yavapai Combined Trust Executive Summary



- Through the first two months of the year, overall experience has performed better than the same period for the prior plan year.
- Pharmacy claims for the first two months of the year are significantly higher than they were in the same period for the prior plan year. Excluding rebates, there has been an increase of 44.7%.
- The increase in pharmacy claims is offset by a decrease in medical claims. Excluding stop loss reimbursements, there has been a 21.1% decrease in medical claims when compared to the same period for the prior plan year.
- There have been no large claimants through August 2016.

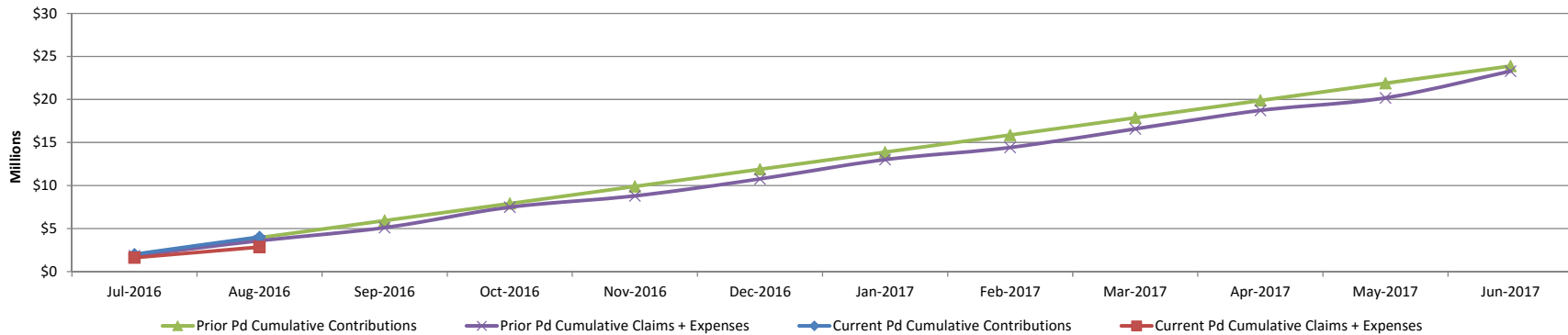


# Yavapai Combined Trust Monthly Contributions vs. Expense Report



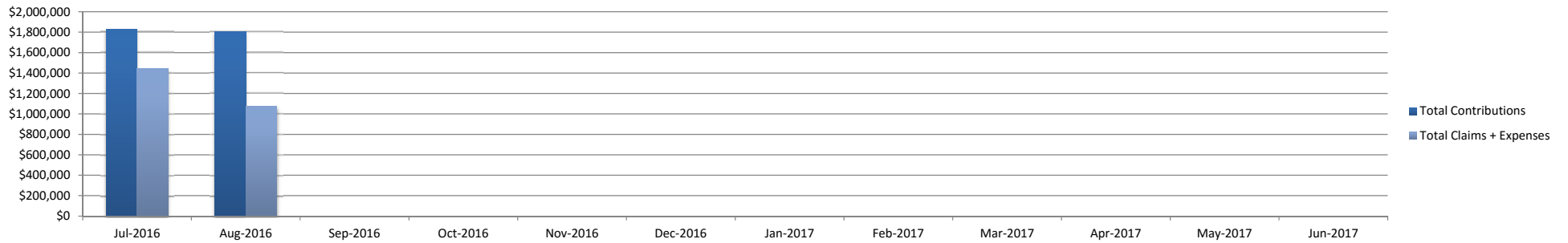
	Medical Enrollment	Contributions <sup>(1)</sup>	Paid Claims					Total Claims	Expenses	Net Surplus/(Loss)	Loss Ratio
			Medical <sup>(2)</sup>	Pharmacy <sup>(3)</sup>	Dental	Vision	STD				
Jul-2016	2,366	\$2,028,240	\$946,345	\$343,649	\$109,752	\$47,985	\$5,219	\$1,452,950	\$161,233	\$414,057	79.6%
Aug-2016	2,338	\$2,003,910	\$673,990	\$241,114	\$105,473	\$40,521	\$9,779	\$1,070,876	\$168,633	\$764,402	61.9%
Sep-2016											
Oct-2016											
Nov-2016											
Dec-2016											
Jan-2017											
Feb-2017											
Mar-2017											
Apr-2017											
May-2017											
Jun-2017											
<b>TOTAL</b>	<b>4,704</b>	<b>\$4,032,150</b>	<b>\$1,620,335</b>	<b>\$584,763</b>	<b>\$215,225</b>	<b>\$88,505</b>	<b>\$14,997</b>	<b>\$2,523,826</b>	<b>\$329,866</b>	<b>\$1,178,458</b>	<b>70.8%</b>
<b>Average</b>	<b>2,352</b>	<b>\$2,016,075</b>	<b>\$810,167</b>	<b>\$292,382</b>	<b>\$107,612</b>	<b>\$44,253</b>	<b>\$7,499</b>	<b>\$1,261,913</b>	<b>\$164,933</b>	<b>\$589,229</b>	<b>70.8%</b>
<b>Prior Pd (2 month) Avg</b>	<b>2,349</b>	<b>\$1,971,485</b>	<b>\$1,103,829</b>	<b>\$245,357</b>	<b>\$180,872</b>	<b>\$59,160</b>	<b>\$15,389</b>	<b>\$1,604,607</b>	<b>\$190,712</b>	<b>\$176,165</b>	<b>91.1%</b>
Change from Prior Pd	0.1%	2.3%	-26.6%	19.2%	-40.5%	-25.2%	-51.3%	-21.4%	-13.5%	n/a	n/a
<b>Prior Plan Year Avg</b>	<b>2,372</b>	<b>\$1,990,476</b>	<b>\$1,272,953</b>	<b>\$259,788</b>	<b>\$141,140</b>	<b>\$31,950</b>	<b>\$9,830</b>	<b>\$1,715,661</b>	<b>\$224,847</b>	<b>\$49,968</b>	<b>97.5%</b>
Change from Prior PY Avg	-0.8%	1.3%	-36.4%	12.5%	-23.8%	38.5%	-23.7%	-26.4%	-26.6%	n/a	n/a

(1) Includes COBRA contributions; (2) Medical claims include stop loss refunds; (3) Pharmacy claims include pharmacy rebates



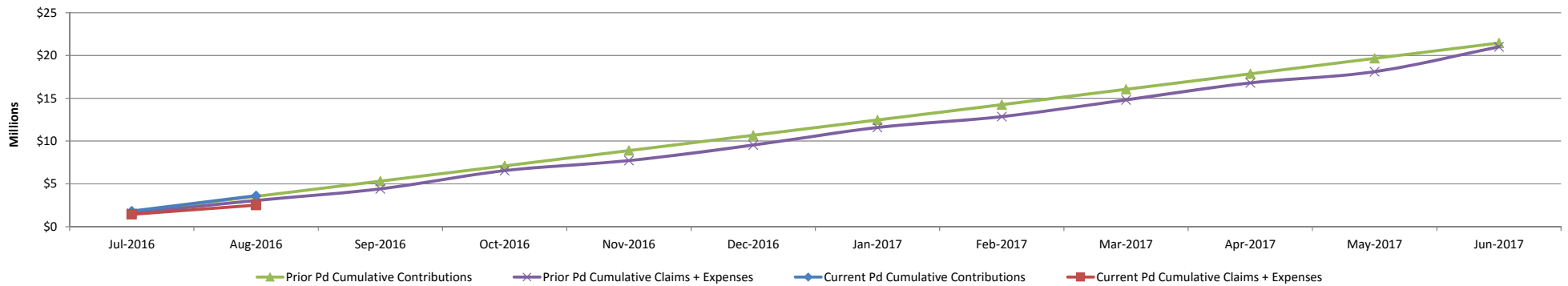


# Yavapai Combined Trust Monthly Contributions vs. Expense Report - Medical / Pharmacy



	Enrollment	Contributions <sup>(1)</sup>	Paid Claims					Stop Loss Refunds	Pharmacy Rebates	Plan Expenses	Total Cost	Net Surplus/(Loss)	Loss Ratio
			Premier	Basic Plus	HDHP	Medical	Pharmacy						
Jul-2016	2,366	\$1,825,614	\$591,117	\$361,621	\$75,928	\$1,028,665	\$591,117	\$0	\$154,273	\$1,444,267	\$381,347	79.1%	
Aug-2016	2,338	\$1,802,159	\$375,448	\$310,883	\$47,217	\$733,548	\$366,491	(\$59,558)	(\$125,376)	\$161,733	\$1,076,837	\$725,322	59.8%
Sep-2016													
Oct-2016													
Nov-2016													
Dec-2016													
Jan-2017													
Feb-2017													
Mar-2017													
Apr-2017													
May-2017													
Jun-2017													
<b>TOTAL</b>	<b>4,704</b>	<b>\$3,627,773</b>	<b>\$966,565</b>	<b>\$672,504</b>	<b>\$123,144</b>	<b>\$1,762,213</b>	<b>\$710,140</b>	<b>(\$141,878)</b>	<b>(\$125,376)</b>	<b>\$316,006</b>	<b>\$2,521,104</b>	<b>\$1,106,668</b>	<b>69.5%</b>
<b>Average</b>	<b>2,352</b>	<b>\$1,813,886</b>	<b>\$483,283</b>	<b>\$336,252</b>	<b>\$61,572</b>	<b>\$881,107</b>	<b>\$355,070</b>	<b>(\$70,939)</b>	<b>(\$62,688)</b>	<b>\$158,003</b>	<b>\$1,260,552</b>	<b>\$553,334</b>	<b>69.5%</b>
<b>Prior Pd (2 month) Avg</b>	<b>2,349</b>	<b>\$1,769,891</b>	<b>\$685,845</b>	<b>\$373,000</b>	<b>\$58,402</b>	<b>\$1,117,248</b>	<b>\$245,357</b>	<b>(\$13,419)</b>	<b>\$0</b>	<b>\$183,851</b>	<b>\$1,533,037</b>	<b>\$236,855</b>	<b>86.6%</b>
Change from Prior Pd	0.1%	2.5%	-29.5%	-9.9%	5.4%	-21.1%	44.7%	428.6%	n/a	-14.1%	-17.8%	n/a	n/a
<b>Prior Plan Year Avg</b>	<b>2,372</b>	<b>\$1,788,342</b>	<b>\$749,670</b>	<b>\$412,666</b>	<b>\$116,664</b>	<b>\$1,279,000</b>	<b>\$287,664</b>	<b>(\$6,047)</b>	<b>(\$27,877)</b>	<b>\$217,915</b>	<b>\$1,750,656</b>	<b>\$37,686</b>	<b>97.9%</b>
Change from Prior PY Avg	-0.8%	1.4%	-35.5%	-18.5%	-47.2%	-31.1%	23.4%	1073.2%	124.9%	-27.5%	-28.0%	n/a	n/a

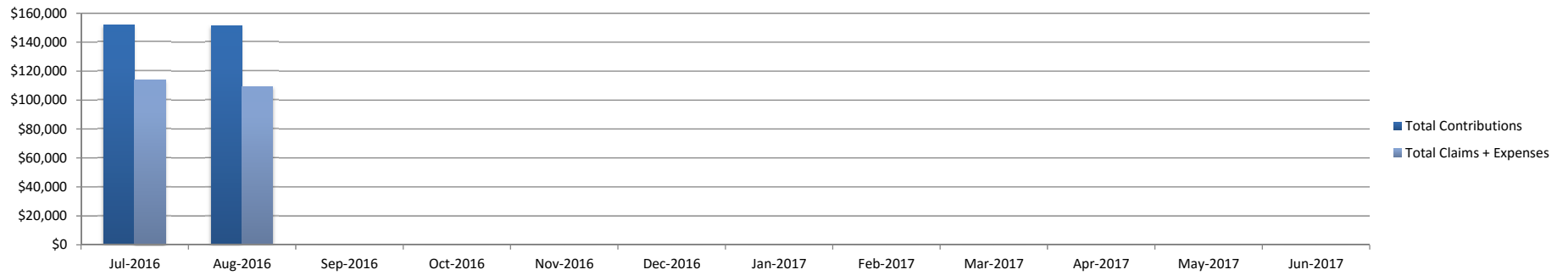
(1) Includes COBRA contributions



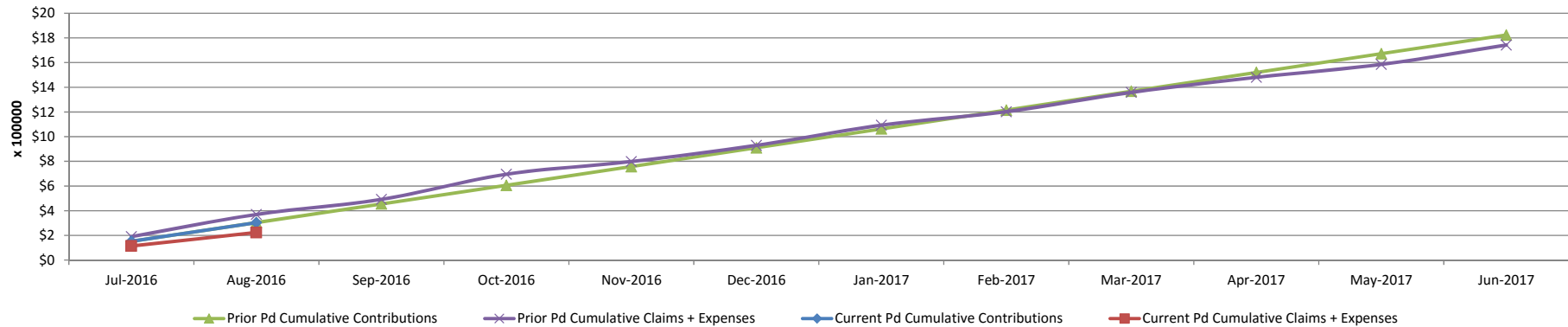
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# Yavapai Combined Trust Monthly Contributions vs. Expense Report - Dental

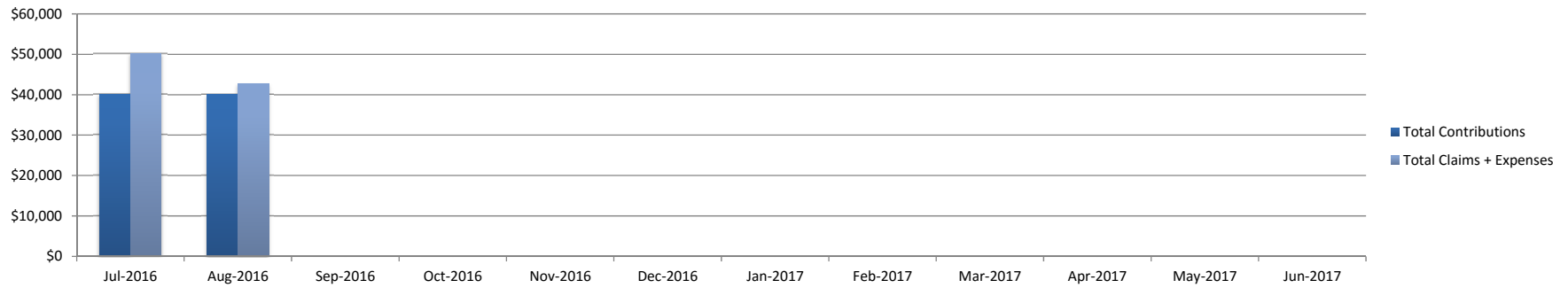


	Enrollment	Contributions	Paid Claims			Plan Expenses	Total Cost	Net Surplus/(Loss)	Loss Ratio
			Comprehensive	Preventive	Total Dental				
Jul-2016	2,316	\$151,895	\$104,452	\$5,300	\$109,752	\$4,053	\$113,805	\$38,090	74.9%
Aug-2016	2,295	\$151,273	\$101,914	\$3,559	\$105,473	\$4,016	\$109,489	\$41,784	72.4%
Sep-2016									
Oct-2016									
Nov-2016									
Dec-2016									
Jan-2017									
Feb-2017									
Mar-2017									
Apr-2017									
May-2017									
Jun-2017									
<b>TOTAL</b>	<b>4,611</b>	<b>\$303,168</b>	<b>\$206,365</b>	<b>\$8,859</b>	<b>\$215,225</b>	<b>\$8,069</b>	<b>\$223,294</b>	<b>\$79,874</b>	<b>73.7%</b>
<b>Average</b>	<b>2,306</b>	<b>\$151,584</b>	<b>\$103,183</b>	<b>\$4,430</b>	<b>\$107,612</b>	<b>\$4,035</b>	<b>\$111,647</b>	<b>\$39,937</b>	<b>73.7%</b>
<b>Prior Pd (2 month) Avg</b>	<b>2,301</b>	<b>\$151,862</b>	<b>\$174,891</b>	<b>\$5,981</b>	<b>\$180,872</b>	<b>\$4,026</b>	<b>\$184,898</b>	<b>(\$33,036)</b>	<b>121.8%</b>
Change from Prior Pd	0.2%	-0.2%	-41.0%	-25.9%	-40.5%	0.2%	-39.6%	n/a	n/a
<b>Prior Plan Year Avg</b>	<b>2,320</b>	<b>\$151,986</b>	<b>\$136,547</b>	<b>\$4,593</b>	<b>\$141,140</b>	<b>\$4,060</b>	<b>\$145,200</b>	<b>\$6,785</b>	<b>95.5%</b>
Change from Prior PY Avg	-0.6%	-0.3%	-24.4%	-3.6%	-23.8%	-0.6%	-23.1%	n/a	n/a

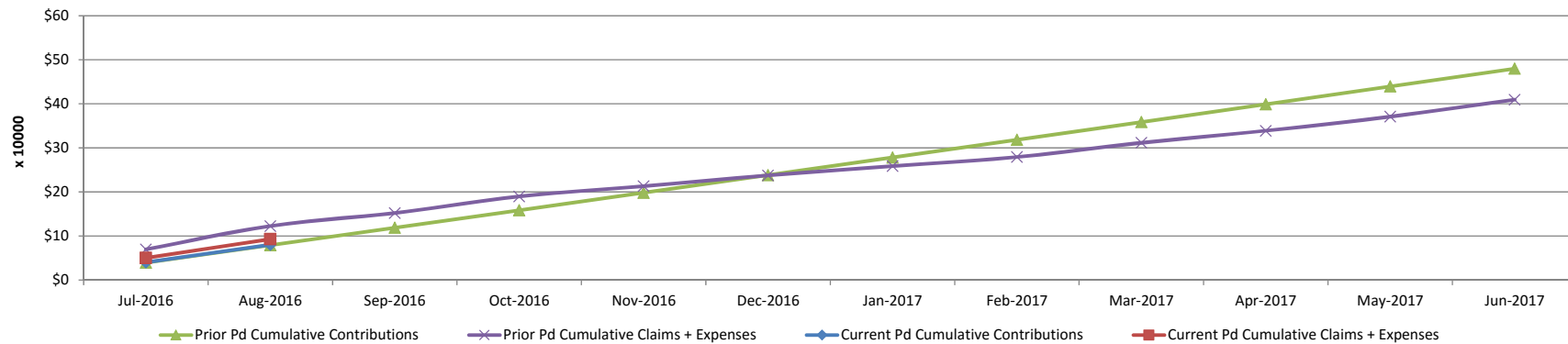




# Yavapai Combined Trust Monthly Contributions vs. Expense Report - Vision

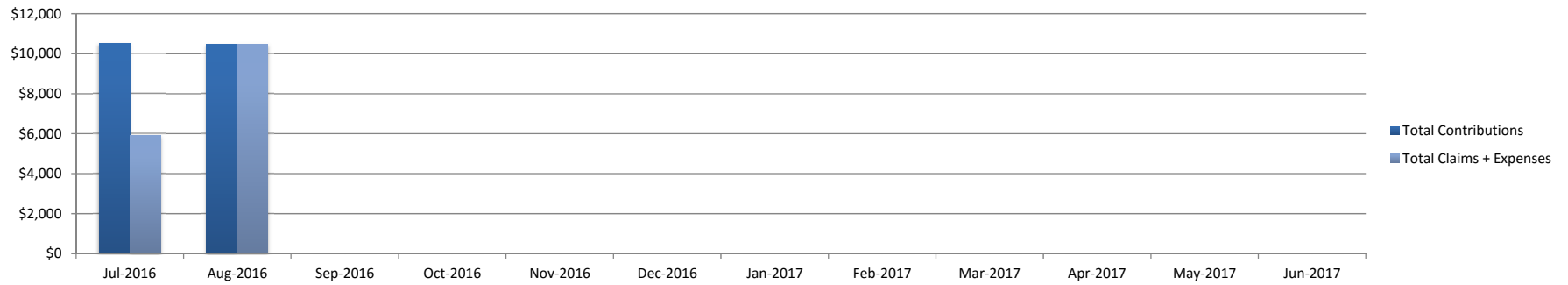


	Enrollment	Contributions	Paid Claims	Plan Expenses	Total Cost	Net Surplus/(Loss)	Loss Ratio
Jul-2016	1,753	\$40,197	\$47,985	\$2,191	\$50,176	(\$9,979)	124.8%
Aug-2016	1,738	\$39,993	\$40,521	\$2,173	\$42,693	(\$2,700)	106.8%
Sep-2016							
Oct-2016							
Nov-2016							
Dec-2016							
Jan-2017							
Feb-2017							
Mar-2017							
Apr-2017							
May-2017							
Jun-2017							
<b>TOTAL</b>	<b>3,491</b>	<b>\$80,190</b>	<b>\$88,505</b>	<b>\$4,364</b>	<b>\$92,869</b>	<b>(\$12,679)</b>	<b>115.8%</b>
<b>Average</b>	<b>1,746</b>	<b>\$40,095</b>	<b>\$44,253</b>	<b>\$2,182</b>	<b>\$46,434</b>	<b>(\$6,339)</b>	<b>115.8%</b>
<b>Prior Pd (2 month) Avg</b>	<b>1,722</b>	<b>\$39,609</b>	<b>\$59,160</b>	<b>\$2,152</b>	<b>\$61,312</b>	<b>(\$21,703)</b>	<b>154.8%</b>
Change from Prior Pd	1.4%	1.2%	-25.2%	1.4%	-24.3%	n/a	n/a
<b>Prior Plan Year Avg</b>	<b>1,744</b>	<b>\$39,992</b>	<b>\$31,950</b>	<b>\$2,180</b>	<b>\$34,129</b>	<b>\$5,863</b>	<b>85.3%</b>
Change from Prior PY Avg	0.1%	0.3%	38.5%	0.1%	36.1%	n/a	n/a

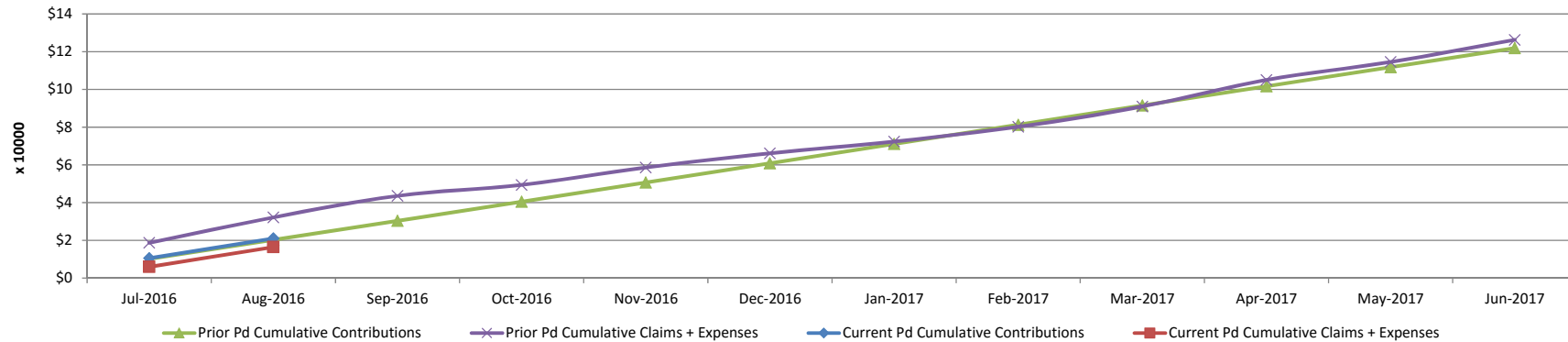




# Yavapai Combined Trust Monthly Contributions vs. Expense Report - Short Term Disability

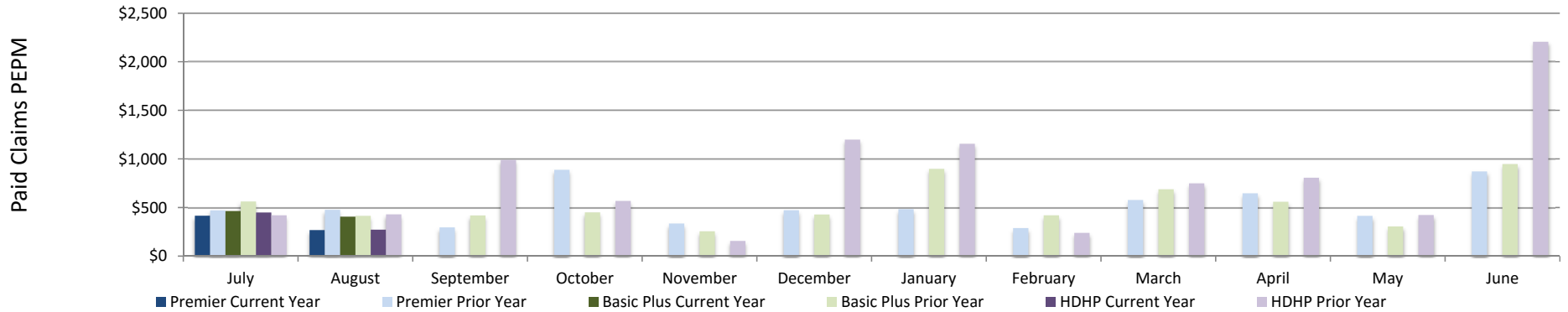


	Enrollment	Contributions	Paid Claims	Plan Expenses	Total Cost	Net Surplus/(Loss)	Loss Ratio
Jul-2016	2,388	\$10,534	\$5,219	\$716	\$5,935	\$4,599	56.3%
Aug-2016	2,369	\$10,485	\$9,779	\$711	\$10,489	(\$4)	100.0%
Sep-2016							
Oct-2016							
Nov-2016							
Dec-2016							
Jan-2017							
Feb-2017							
Mar-2017							
Apr-2017							
May-2017							
Jun-2017							
<b>TOTAL</b>	<b>4,757</b>	<b>\$21,019</b>	<b>\$14,997</b>	<b>\$1,427</b>	<b>\$16,424</b>	<b>\$4,595</b>	<b>78.1%</b>
<b>Average</b>	<b>2,379</b>	<b>\$10,510</b>	<b>\$7,499</b>	<b>\$714</b>	<b>\$8,212</b>	<b>\$2,297</b>	<b>78.1%</b>
<b>Prior Pd (2 month) Avg</b>	<b>2,279</b>	<b>\$10,123</b>	<b>\$15,389</b>	<b>\$684</b>	<b>\$16,073</b>	<b>(\$5,950)</b>	<b>158.8%</b>
Change from Prior Pd	4.4%	3.8%	-51.3%	4.4%	-48.9%	n/a	n/a
<b>Prior Plan Year Avg</b>	<b>2,309</b>	<b>\$10,156</b>	<b>\$9,830</b>	<b>\$693</b>	<b>\$10,523</b>	<b>(\$366)</b>	<b>103.6%</b>
Change from Prior PY Avg	3.0%	3.5%	-23.7%	3.0%	-22.0%	n/a	n/a

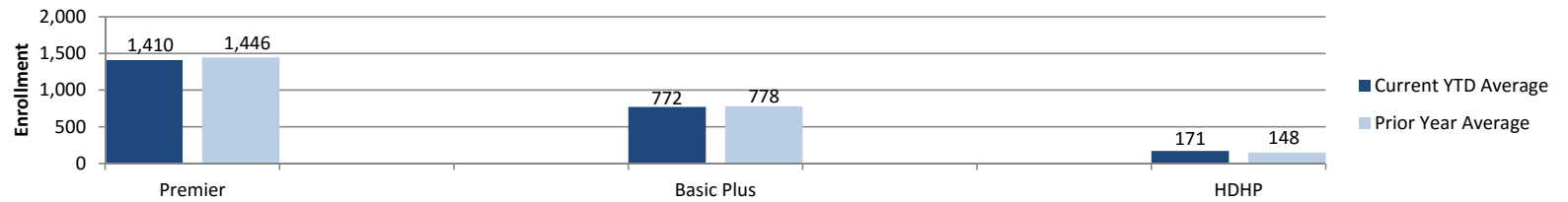




# Yavapai Combined Trust Medical Paid Claims and Enrollment by Plan



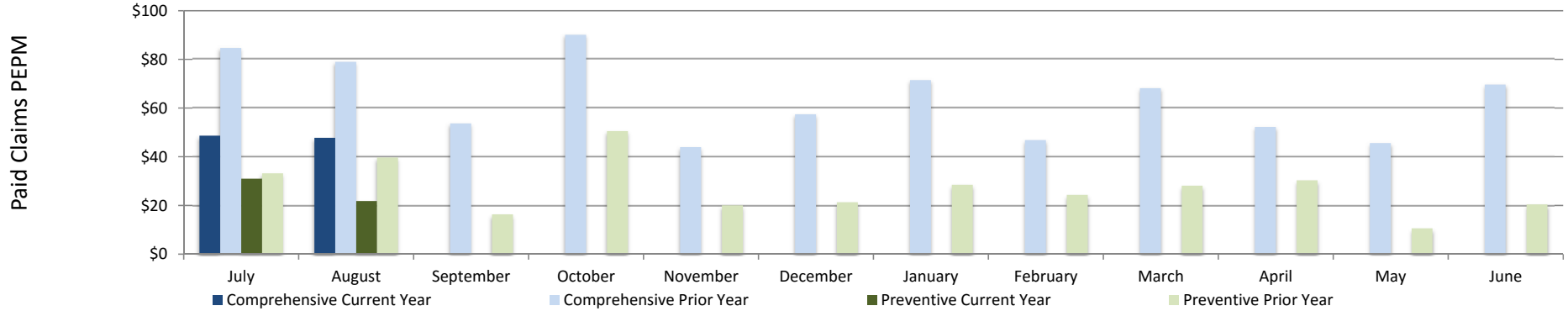
	Premier	Basic Plus	HDHP
Current YTD PEPM	\$342.88	\$435.84	\$360.07
Prior Average PEPM	\$518.47	\$530.48	\$788.72
% Change	-33.9%	-17.8%	-54.3%



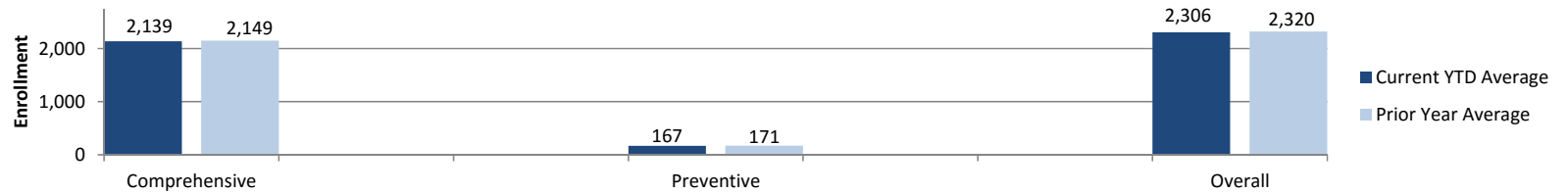
	TOTAL		
	Premier	Basic Plus	HDHP
Jul-2016	1,419	778	169
Aug-2016	1,400	765	173
Sep-2016			
Oct-2016			
Nov-2016			
Dec-2016			
Jan-2017			
Feb-2017			
Mar-2017			
Apr-2017			
May-2017			
Jun-2017			
<b>Average</b>	<b>1,410</b>	<b>772</b>	<b>171</b>
<b>% of Total</b>	<b>59.9%</b>	<b>32.8%</b>	<b>7.3%</b>
<b>Prior Year Average</b>	<b>1,446</b>	<b>778</b>	<b>148</b>
<b>Change</b>	<b>-2.5%</b>	<b>-0.8%</b>	<b>15.6%</b>



# Yavapai Combined Trust Dental Paid Claims and Enrollment by Plan



	Comprehensive	Preventive	Overall
Current YTD PEPM	\$48.25	\$26.52	\$46.68
Prior Average PEPM	\$63.55	\$26.82	\$60.84
% Change	-24.1%	-1.1%	-23.3%

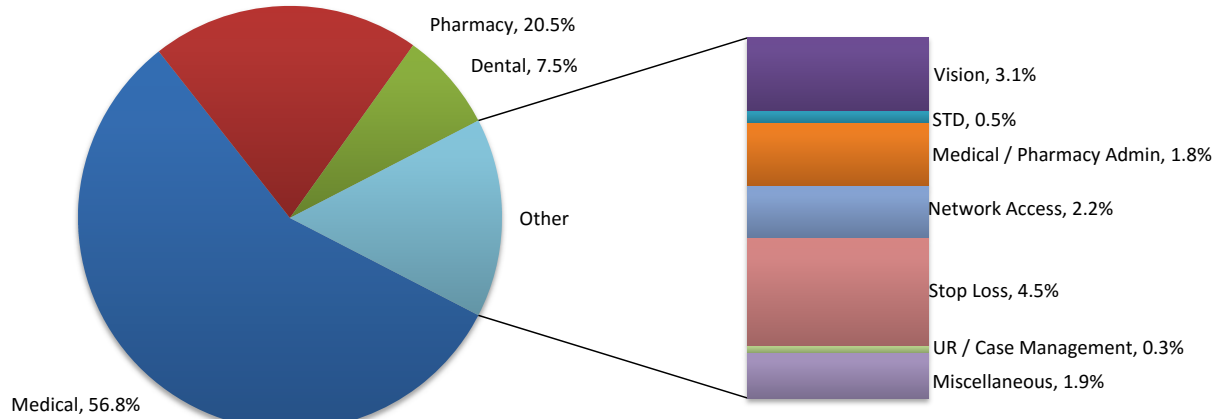
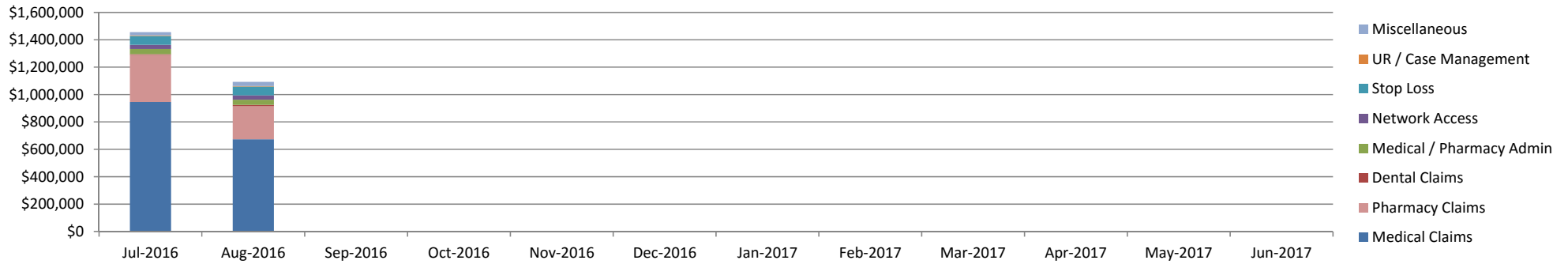


	Comprehensive	Preventive	Overall
Jul-2016	2,145	171	2,316
Aug-2016	2,132	163	2,295
Sep-2016			
Oct-2016			
Nov-2016			
Dec-2016			
Jan-2017			
Feb-2017			
Mar-2017			
Apr-2017			
May-2017			
Jun-2017			
<b>Average</b>	<b>2,139</b>	<b>167</b>	<b>2,306</b>
<b>% of Total</b>	<b>92.8%</b>	<b>7.2%</b>	<b>100.0%</b>
<b>Prior Year Average</b>	<b>2,149</b>	<b>171</b>	<b>2,320</b>
<b>Change</b>	<b>-0.5%</b>	<b>-2.5%</b>	<b>-0.6%</b>





# Yavapai Combined Trust Claims and Non-Claim Expenses

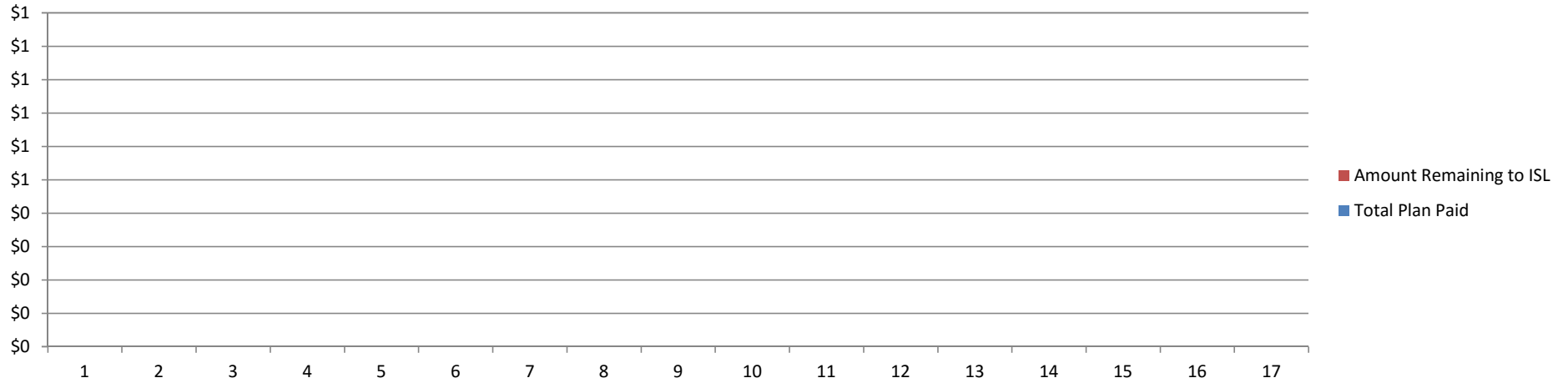


	Medical Enrollment	Paid Claims					Non-Claim Expenses				
		Medical	Pharmacy	Dental	Vision	STD	Medical / Pharmacy Admin	Network Access	Stop Loss	UR / Case Management	Miscellaneous
Jul-2016	2,366	\$946,345	\$343,649	\$109,752	\$47,985	\$5,219	\$37,707	\$31,244	\$64,591	\$4,362	\$23,330
Aug-2016	2,338	\$673,990	\$241,114	\$105,473	\$40,521	\$9,779	\$37,780	\$31,297	\$64,706	\$4,370	\$30,481
Sep-2016											
Oct-2016											
Nov-2016											
Dec-2016											
Jan-2017											
Feb-2017											
Mar-2017											
Apr-2017											
May-2017											
Jun-2017											
<b>Average</b>	<b>2,352</b>	<b>\$810,167</b>	<b>\$292,382</b>	<b>\$107,612</b>	<b>\$44,253</b>	<b>\$7,499</b>	<b>\$37,744</b>	<b>\$31,270</b>	<b>\$64,648</b>	<b>\$4,366</b>	<b>\$26,905</b>
PEPM Avg		\$344.46	\$124.31	\$45.75	\$18.81	\$3.19	\$16.05	\$13.30	\$27.49	\$1.86	\$11.44
<b>Prior Plan Year Avg</b>	<b>2,372</b>	<b>\$1,272,953</b>	<b>\$259,788</b>	<b>\$141,140</b>	<b>\$31,950</b>	<b>\$9,830</b>	<b>\$35,827</b>	<b>\$31,411</b>	<b>\$101,612</b>	<b>\$4,504</b>	<b>\$51,492</b>
PEPM Avg		\$536.71	\$109.53	\$59.51	\$13.47	\$4.14	\$15.11	\$13.24	\$42.84	\$1.90	\$21.71
% Change	-0.8%	-35.8%	13.5%	-23.1%	39.7%	-23.1%	6.2%	0.4%	-35.8%	-2.3%	-47.3%

Medical claims include stop loss refunds; Pharmacy claims include pharmacy rebates.



## Yavapai Combined Trust Claimants over \$125,000 through August 2016



**Zero claimants have exceeded the \$250,000 Individual Stop Loss deductible during the current plan year through August 2016.**

Claimant #	Status	Major Diagnosis	Medical Paid	Pharmacy Paid	Total Plan Paid
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
<b>Total</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>% of Medical/Rx Claims</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total Exceeding Stop Loss Deductible</b>					<b>\$0</b>
<b>Aggregating Specific Deductible</b>					<b>\$100,000</b>
<b>Estimated Reimbursement Due and/or Paid</b>					<b>\$0</b>



# Yavapai Combined Trust Estimated Fund Balance



## Calculation as of August 31, 2016

	Recommended Funding Policy	Fund Balance as of 8/31/16 <sup>(4)</sup>
Estimated Expenses/Claims For One Month <sup>(1)</sup>	\$1,879,000	
	+	
Estimated Risk Corridor <sup>(2)</sup>	<u>\$4,976,000</u>	
	=	
<b>Total Estimated Fund Balance</b>	<b><u>\$6,855,000</u></b>	
<b>Total Equity</b>		<b><u>\$12,710,601</u></b>
	+	+
Estimated Recommended Reserve for Incurred But Not Reported (IBNR) <sup>(3)</sup>	<b>\$2,227,000</b>	
IBNR Liability		<b>\$2,381,000</b>
	+	+
Current Liabilities Other Than IBNR		<b><u>\$0</u></b>
	=	=
<b>Total Recommended Reserves</b>	<b><u>\$9,082,000</u></b>	
<b>Total Liabilities and Equity</b>		<b><u>\$15,091,601</u></b>
<b>Reserve Surplus/(Shortage)</b>	<b><u>\$6,009,601</u></b>	

(1) One month average claims and expenses based on 12 month period ending August 31, 2016.

(2) Based on 25% of total net paid claims for the past 12 months

(3) IBNR calculation based on IBNR Reserve as a % of prior 12 months paid claims from June 30, 2015 certification and paid claims during the 12 month period ending August 31, 2016.

(4) "Total Equity" and "Total Liabilities and Equity" reflect Balance Sheet provided by Summit.

## November 2016 College Highlights

### Arts and Humanities

- As reported in the September 30<sup>th</sup> Prescott Daily Courier, Prescott artist Jan Marshall opened her exhibit at the Yavapai College Art Gallery with a gala event attracting a large crowd. The event ran from September 23<sup>rd</sup> to October 8<sup>th</sup>. Marshall's artwork, "Contemplative Landscapes," numbered 64 pieces with several as large as 38-by-36 inches, and 41 smaller 8-by-8 inch paintings, many of which are effectively displayed in a gallery-within-a gallery compartment (pictured below). *Three series, Measure of Silence, Vapor of Memory, and Refuge*, explore the relationship with nature and humanity through time, space or place. Meditation, tranquility and minimalism describe her inks on canvas and watercolors. "I am intrigued by the horizontal line that forms where a receding landscape creates a crisp intersection at the horizon of earth or sky, and the lyrical play of color and light that occurs above and below that line," her artist statement reads. "I seek to engage the viewer in that place where the edges of time and space intersect."



## Business, Education and Social Sciences

- **Dr. Mark Shelley**, Professor of Sociology and Psychology and Student Leadership Council Coordinator, reports that as part of our efforts to establish the Student Leadership Council on the Verde Campus, some of the students on the Prescott campus (with the help of the TeLS department) created a video to inspire and encourage Verde students to apply for this opportunity. Applications from the Verde Campus were accepted through October 15<sup>th</sup>, with a goal of establishing a separate Verde Valley Campus Student Leadership Council by November 1<sup>st</sup>.

<https://youtu.be/1zqNrzdvXS8>

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[Why Join Student Leadership Council at YC?](#)

youtu.be

[www.yc.edu/slc](http://www.yc.edu/slc)

- **Jeri Denniston**, Adjunct Management Faculty, reports that she and her husband, Eric, are involved with the Bradshaw Kiwanis Club, which is pushing hard this year to recruit Yavapai County teens to attend the Kiwanis Key Leader Camp in Prescott October 21-23. They hope that these students will then join the Circle K Club at Yavapai College and NAU-Yavapai. As an instructor of MGT 231 and 232, the Internet and Social Media Marketing classes, Denniston adds, "I'm coaching a group of Key Club officers to spread the word on their social media profiles. We're concentrating on Facebook, Twitter and Instagram, the primary channels they use."
- **Le Anne Lawhead**, Professor of Early Childhood Education, reports that on October 1, 2016, the Yavapai College Early Childhood Education Department hosted a conference on the Prescott Campus in collaboration with First Things First and the local Child Care Coalition. Over 110 Early Childhood Education professionals attended the event which featured more than 18 professional development sessions and a hugely popular program called, "Treasures for Teachers," a give-away of armloads of no-cost teacher materials.

Professor Lawhead also reports that Yavapai College was selected to partner with Raising a Reader National Office on a special project aimed to make books more accessible to children with special needs. Georganne Morin, from Redwood City, California, facilitated a workshop on the topic for YC students

enrolled in ECE/EDU 230: Language and Literacy Experiences for Young Children and led a similar workshop, free and open to the community, on the evening of October 18<sup>th</sup>. The workshop provided information about literacy support for children with special needs and an opportunity to modify books for this unique purpose. The program was very well received, and the National Raising a Reader office plans to offer a similar opportunity to our students and community again in the spring of 2017. Yavapai College is an affiliate of the Raising a Reader Program which provides early literacy support to over 500 Yavapai County children and their families each year.

- **Al Garbagnati**, Professor of Psychology and Social and Human Services Program Director, reports that on recent rounds of medical appointments over the past two months, without exception, he has been greeted by at least one and sometimes two or more former PSY 245 students who have since graduated from Yavapai College and gone on to careers in the medical field. At seeing his former students happily employed in their chosen field, Professor Garbagnati notes, “This is what it’s all about!”

### Computer Technologies & Instructional Support

- **Patti Schlosberg**, Curriculum & Articulation Coordinator, facilitated the Early Childhood Education Articulation Task Force (ATF) meeting at Yavapai College on October 21, 2016. This ATF meeting brought together 25+ participants from all three state universities and approximately 15 community colleges. Patti also facilitated the ATF meetings for Geology and Nursing in September.

“Discipline specific ATFs meet at least annually to discuss transfer, curriculum, and articulation issues. Additionally, ATFs focus on planning for the future, ensuring student success, sharing developments, collaborating on partnership programs, and designing innovative programs for Arizona constituents.”

<http://www.manula.com/manuals/aztransfer/handbook-policy-manual/1/en/topic/discipline-specific-atfs>

- **Dr. Penny Wills**, YC President, recently went on a virtual tour of one of Yavapai College’s online classes that was developed using Quality Matters (QM) principles. Professor & Quality Matters Coordinator, **Lindsay Henning**, demonstrated how QM guidelines can help students more easily navigate their way through the online environment; a fundamental contribution to successful student retention.

“QM is a nationally recognized, faculty-centered, peer review process designed to certify the quality of online course design and online components.”

<https://www.qualitymatters.org/>





### Foundation Studies

- **Amber Davies-Sloan**, Professor of Communication and **Tina Luffman**, Professor of English, attended the Two-Year First-Year (TYFY) 2016 Conference entitled Reaching New Heights: Collaboration, Engagement, Retention. This conference focused on how to create the best possible first-year experience for college students at the community college level. Amber and Tina attended both keynote presentations as well as timely workshops. The presenters were also focused primarily on Pathways for students, which is a current focus here at Yavapai College. They brought back ideas to help with teaching as well as student development in assisting students to progress through the college in a supported and more direct path.

### Sciences, Health & Public Safety

Mary Brown, Nursing Program Director, relayed the following indicators from the Nursing and Paramedic Programs:

2016 first three quarters NCLEX-RN results Associate Degree Programs	
National	82.09%
State of AZ	88.35%
Yavapai College	91.23%

December Pinning Ceremony will be Friday December 9<sup>th</sup> at 3pm in the YCPAC with 49 students expected to complete. The Paramedic Program cohort #9 will begin in January 2017.

**Presenter :** Patricia McCarver

**Start Time :** 2:26 PM

**Item No :** 19

**Proposed By :** Patricia McCarver

**Time Req :** 20

**Proposed :** 5/4/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
2.5	The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.	344945

**Description :** Update from Instruction and Student Development to Include Faculty Senate Update; Student Leadership Council (SLC); Enhancing Performing Arts in the Verde Valley; and Other Related Issues - INFORMATION AND/OR DISCUSSION

**Details :** Dr. Ron Liss, Vice President for Instruction and Student Development will present an update on the following:

- Faculty Senate Update - Dr. Selina Bliss, Faculty Senate President
- Student Leadership Council (SLC) - Dr. Mark Shelley and students Nicole Kruiziger and Breanna Wheeler
- Enhancing Performing Arts in the Verde Valley - Dr. Craig Ralston, Director of YCPAC and Associate Dean of Performing Arts
- Other Related Issues

**Attachments :**

Title	Created	Filename
SLC 4 3.pdf	Oct 18, 2016	SLC 4 3.pdf
YCPAC in the Verde Valley 4 3.pdf	Oct 26, 2016	YCPAC in the Verde Valley 4 3.pdf



# YC Student Leadership Council



# What we are about

SLC promotes student involvement on all Yavapai College campuses by providing a voice to their concerns, ideas, opinions and considerations. Members serve as a liaison between YC students, staff, and faculty. We all provide beneficial leadership skills. We are about team building. We design, lead, and complete service projects.

# Our SLC Members

Our Advisor: Dr. Mark Shelley

Nicole- Studying Applied Human Behavior

Breanna- Studying Applied Human Behavior

Jeremiah- Studying Mechanical Engineering

Avery- Studying Pharmaceuticals

Jordan- Studying Athletic Training

Hannah- General Studies Degree

Jennifer- Studying business management and agricultural technology



# Projects:

- wifi cafe
- focus groups
- computers in dorms
- food pantry
- YC spirit week/ 3 on 3 basketball tournament
- attending Circle of Change Leadership Conference
  - -Where: California State University, Dominguez Hills
  - - When: November 18th - 20th
- getting in touch with facility, staff, and administration on campus
- recruiting people on the Verde campus

# Recruitment Video:

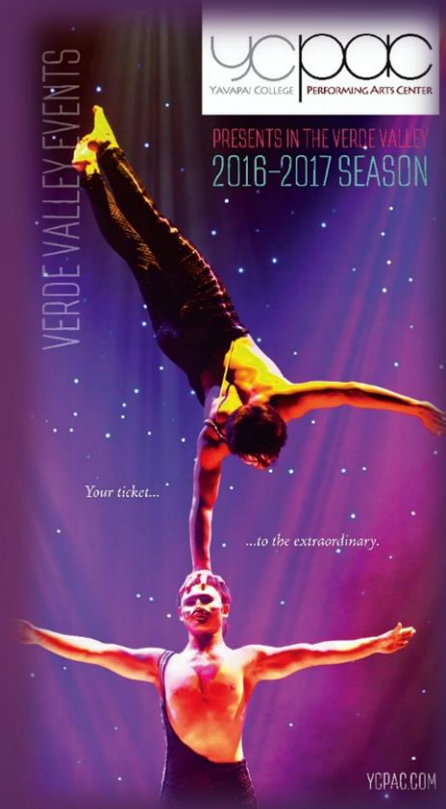
<https://www.youtube.com/watch?v=1zqNrzdVXS8>

The logo for the Yavapai College Student Leadership Council is centered on a white background. It features the word "Yavapai" in a large, green, cursive script font. To the right of "Yavapai", the word "COLLEGE" is written in a smaller, green, all-caps, sans-serif font. A thin green horizontal line is positioned below "COLLEGE". Below this line, the words "STUDENT LEADERSHIP COUNCIL" are written in a black, all-caps, sans-serif font. The entire logo is framed by a dark green border at the top and bottom of the page.

*Yavapai*  
COLLEGE  
STUDENT LEADERSHIP COUNCIL

# YCPAC IN THE VERDE VALLEY

2016-2017 SEASON



# YCPAC IN THE VERDE VALLEY

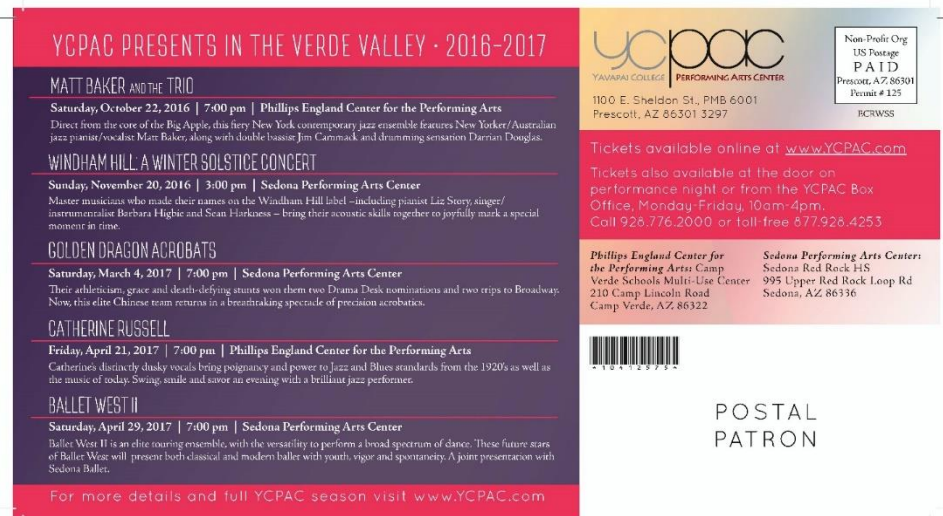
- ▶ 9 events in the Verde Valley throughout the 2016-2017 season
- ▶ 2 matinee programs for schools, with 2 showings of each program, held at Phillip England Center for the Performing Arts in Camp Verde
- ▶ 2 performances at Phillip England Center for the Performing Arts in Camp Verde
- ▶ 3 performances at Sedona Performing Arts Center



# Verde Valley Marketing

## Direct Mailing

▶ Camp Verde	5,000
▶ Cottonwood	11,000
▶ Clarkdale	2,000
▶ Village of Oak Creek & Sedona	11,000
▶ Cornville	2,500
▶ Lake Montezuma & Rimrock	2,000
▶ Jerome	500
▶ Total direct mailed postcards	34,000



# Verde Valley Marketing

## Camp Verde Journal/Cottonwood Journal Extra

### College brings performances to Verde Valley

Written by Zachary Jernigan

Published: 09 October 2016

According to Yavapai College Marketing and Communications Specialist Michael Grady, the Yavapai College Performing Arts Center 2016-17 season marks significant growth in Verde Valley programming. “**These** offerings are an expansion of our normal season, which is centered at the Performing Arts Center on the Prescott **campus**,” Grady stated. “**We** just want to share some of the terrific artistry that will be coming through Northern Arizona this year. We know the arts has a strong following in communities like Cottonwood, Clarkdale, Sedona, Jerome and Camp Verde. We have a lot of interest from students at Yavapai **College’s** Verde Valley campus, as well. So this season, we expanded our offerings to include performances in these communities.”

Still three weeks out from the first Verde Valley show — New York’s contemporary jazz ensemble Matt Baker and The Trio, Saturday, Oct. 22 at the Phillip England Center for the Performing Arts, Camp Verde — Grady added that organizers are eager to see how the event is received.

“I can tell you that our artistic director, Craig Ralston, undertook this project in response to requests from Verde Valley **patrons**,” Grady stated. “**We’ve** received an enthusiastic response from the arts community. In fact, our final Verde Valley show, the Ballet West II Company, is actually a joint presentation with Sedona Ballet. The people at the local venues have been very supportive, as well.”

Bringing a variety of performers to the table is a sizable feat, Grady said, blending “**excitement**, logistics and **balance**” to make best use of resources. “**You** want to combine name acts people know with up-and-comers that will surprise and excite **them**,” Grady stated. “**You** want to blend genres: Music, theatre, dance and spectacle so **there’s** something that appeals to everybody. Then you have to make your delicate planning mesh with the touring schedules of the artists you seek. We think we have a season with a lot of contrasts, and the ability to please and surprise its audiences. **We’re** looking forward to getting into the Verde Valley and entertaining the audiences there.”

# Verde Valley Marketing

## Verde Valley Kudos

### Yavapai College Performing Arts Center premieres 5-show Verde Valley season

*Originally Published: 17 October 2016*

Yavapai College Performing Arts Center is literally expanding its reach this season – packing a provocative array of jazz artists, acrobats, folk singers and dancers up the highway for five live performances in the Verde Valley.

“We are excited to expand our performance offerings,” YC Performing Arts Center Director Dr. Craig Ralston said. “Our 2016-17 season will include three shows in the Sedona Performing Arts Center, and two at the Phillip England Center for the Performing Arts in Camp Verde.”

The new season reflects a concerted effort to share more arts events with Verde Valley audiences. “It’s a compelling combination,” Ralston said of the season. “We programmed a variety of genres that would appeal to all ages and interests.”

YC’s Verde Valley season begins in mid-October and extends through late April. Australian Jazz sensation Matt Baker & the Trio will bring the bounce and energy of the Manhattan club scene to the Phillip England Center Saturday, Oct. 22; Windham Hill: Winter Solstice will usher in the holidays at the Sedona Performing Arts Center on Sunday, Nov. 20, when three of the adult contemporary label’s top folk artists – Barbara Higbie, Sean Harkness and Liz Story -- play treasured songs of the season; the Broadway favorite Golden Dragon Acrobats will amaze its Sedona Performing Arts Center audience with their dexterity and grace, March 4, 2017; Catherine Russell, a jazz/blues artist whose dusky vocals embrace everything from 1920’s standards and more contemporary fare, will sing at the Phillip England Center April 21; and Ballet West II, the elite touring ensemble of the nationally renowned Ballet West Company, will dance in a co-production with Sedona Ballet in Sedona, April 29.

# Verde Valley Marketing

## Verde Independent

### New York Jazz comes to Camp Verde Oct. 22

*Originally Published: October 10, 2016 4:21 p.m.*

On October 22, a walking tour of Manhattan jazz clubs might include an enormous detour out to Camp Verde.

There, Matt Baker - a Big Apple jazz fixture whom the New York Times called "the Australian piano whiz" - will set his agile, upbeat piano style loose with double-bassist Jim Cammack and drummer Darrian Douglas.

Matt Baker and the Trio are the first of five performing acts that Yavapai College Performing Arts Center is bringing out to the Verde Valley this year. "I think the audiences are really going to love his work," YCPAC Director Craig Ralston said.

They wouldn't be alone. "Baker has a playful approach to melody ..." Downbeat Magazine wrote, "... that captures the lyric's giddiness." A favorite of the Montreux Jazz Festival, and jazz shrines like Birdland and Le Cirque, Baker's keyboard skills have taken him across Europe and Asia. "An exceptional pianist," Jazz Wise UK raved. Regarded as one of the top jazz musical directors on the East Coast, Baker already has produced two albums, including the recently-released *Almost Blue*.

His Camp Verde engagement - just days after playing Lincoln Center - is part of YCPAC's initiative to cultivate Verde audiences.

"We're reaching out to Verde Valley residents with five performances in Camp Verde and Sedona," Ralston said. Two shows will take the stage at the Phillip England Center in Camp Verde. Another three, including a partnership with Sedona Ballet, will raise the curtain at the Sedona Performing Arts Center.

# Verde Valley Marketing


## Red Rock News/The Scene

Windham Hill ad in Red Rock News



**WINDHAM HILL**  
A WINTER SOLSTICE CONCERT  
SUNDAY, NOVEMBER 20<sup>TH</sup> | 3:00 PM | \$42  
Sedona Performing Arts Center | 995 Upper Red Rock Loop Rd. | Sedona, AZ

Master musicians who made their names on the Windham Hill label—including pianist Liz Story, singer/instrumentalist Barbara Higbie and Sean Harkness – bring their acoustic skills together to joyfully mark a special moment in time.



**yopac**  
YANAM COLLEGE | PERFORMING ARTS CENTER  
PRESENTS IN THE VERDE VALLEY

Buy tickets at **YCPAC.com**  
Box Office: 928-776-2000 | Toll-free: 877-928-4253

Matt Baker and the Trio ad in *The Scene*



**yopac**  
YANAM COLLEGE | PERFORMING ARTS CENTER  
25<sup>TH</sup> ANNIVERSARY SEASON  
2016-2017

**YCPAC PRESENTS IN THE VERDE VALLEY**

**MATT BAKER AND THE TRIO**

Join us as the best in Manhattan Club Jazz comes to Camp Verde. Australian pianist/vocalist Matt Baker brings double bassist Jim Cammack, drumming sensation Darrian Douglas, and the vibe, rhythm and sound that has made this group the toast of the Big Apple.

**Saturday, Oct. 22<sup>nd</sup>**  
**7:00 pm | \$32**

Phillip England Center for the Performing Arts  
Camp Verde Schools Multi-Use Center  
210 Camp Lincoln Road | Camp Verde, AZ 86322

Buy tickets at **YCPAC.com**  
Box Office: 928-776-2000 | Toll-free: 877-928-4253

# Verde Valley Marketing

## Business Outreach/Partnerships

- ▶ Cottonwood
  - ▶ Cottonwood City Hall
  - ▶ Cottonwood Chamber of Commerce
  - ▶ Verde Valley Medical Center
  - ▶ Cottonwood Recreation Center
  - ▶ Verde Valley Senior Citizen Center
  - ▶ Northern Arizona Rehabilitation & Fitness
  - ▶ Cottonwood Senior Village
  - ▶ Cottonwood Tourism Center
  - ▶ Art Glitter Institute
  - ▶ Larry's Antiques
  - ▶ Cottonwood Public Library
- ▶ Clarkdale
  - ▶ Clarkdale Chamber of Commerce
  - ▶ Clarkdale Library
- ▶ Jerome
  - ▶ Civic Hall & Library
  - ▶ Jerome Chamber of Commerce
  - ▶ Ghost Town Tours
  - ▶ Haunted Hamburger
  - ▶ Jerome Grand Hotel
  - ▶ Tommy Rocks
  - ▶ The Spirit Room
  - ▶ Mile High Grill & Inn
  - ▶ Gold King Mine
  - ▶ Ghost City Inn
- ▶ Sedona & Village of Oak Creek
  - ▶ Sedona Chamber of Commerce
  - ▶ Sedona Golf Resort
  - ▶ Sedona Parks & Recreation
  - ▶ Junipine Resort
  - ▶ *Tourist Information Stations at:*
    - ▶ Sedona Hyatt
    - ▶ Sedona Community Center
    - ▶ Poco Diablo Resort
- ▶ Camp Verde
  - ▶ Cliff Castle Casino Hotel
  - ▶ Camp Verde Realty
  - ▶ Out of Africa Park
  - ▶ Camp Verde Library

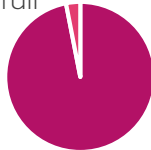
# YCPAC Verde Matinee Series Presents – *Erth's Dinosaur Zoo Live* 05 October 2016

- ▶ 9:30am performance – 424 out of 424 seats filled – 100.0% full



- Camp Verde ■ Cottonwood
- Clarkdale ■ Rimrock

- ▶ 11:00am performance – 470 out of 424 seats filled – 100.0+% full



- Camp Verde ■ Flagstaff

*“Meet prehistoric creatures, from ancient insects, to some of the largest carnivores and herbivores that have ever walked the planet! Erth's Dinosaurs are unmistakably 'alive' and interactive in this fun, educational and unique performance.”*



# YCPAC Verde Matinee Series Presents – *World Music with Todd Green*

28 February 2017



*“Todd Green performs original music inspired by many different cultures in the Middle East, Central Asia, Far East and South America on over 30 acoustic string, flute and percussion instruments. His advanced, custom-built electronics gives him almost unlimited freedom to layer instruments as he performs, in effect turning him into a high-tech one-man-band of World Music.”*



# YCPAC Presents – *Matt Baker and the Trio*

22 October 2016



*“Direct from the core of the Big Apple, this fiery New York contemporary jazz ensemble features Australian pianist/vocalist and jazz phenomenon Matt Baker, along with double bassist Jim Cammack and drumming sensation Darrian Douglas.”*

This concert was presented free of charge to launch the YCPAC Verde season.

# YCPAC Presents – Windham Hill: A Winter Solstice Concert

20 November 2016

*“Master musicians who made their names on the Windham Hill label – including pianist Liz Story, singer/instrumentalist Barbara Higbie and Sean Harkness – bring their acoustic skills together to evoke and joyfully celebrate the most special moment of the year.”*



# YCPAC Presents – Golden *Dragon Acrobats*

04 March 2017

*"The Golden Dragon Acrobats bring their incredible athleticism, grace and death-defying stunts to the Sedona Performing Arts Center. This elite Chinese team — two-time Broadway veterans and winners of two Drama Desk nominations — comes to the red rocks with a breathtaking spectacle of precision acrobatics."*



# YCPAC Presents – Catherine Russell

21 April 2017



*“Yavapai College proudly brings renowned Jazz vocalist Catherine Russell to the Phillip England Center for the Performing Arts. Russell’s distinctly dusky vocals bring poignancy and power to Jazz and Blues standards from the 1920’s as well as the music of today. Swing, smile and savor a memorable evening of music in the Verde Valley.”*

# YCPAC Presents – *Ballet West II*

a joint presentation with Sedona Ballet

29 April 2017

*“The Sedona Performing Arts Center will play host to Ballet West II, an elite touring ensemble with the versatility to perform a broad spectrum of dance. These future stars of the Ballet West Company will present a program of both classical and modern ballet with grace, vigor and spontaneity.”*



**Presenter :** Patricia McCarver      **Start Time :** 2:46 PM      **Item No :** 20  
**Proposed By :** Patricia McCarver      **Time Req :** 10  
**Proposed :** 5/4/2016      **Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** SHORT RECESS - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver      **Start Time :** 2:56 PM      **Item No :** 21  
**Proposed By :** Patricia McCarver      **Time Req :** 0  
**Proposed :** 5/4/2016      **Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** MONITORING REPORTS - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver      **Start Time :** 2:56 PM      **Item No :** 22  
**Proposed By :** Patricia McCarver      **Time Req :** 5  
**Proposed :** 9/26/2016      **Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
1	Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment. The College will achieve these results at a justifiable cost. The following Ends are listed in priority order.	586133
1.2	Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs.	558830

**Description :** Receipt of President's Monitoring Report - Ends Statements - 1.2  
Economic Ends - MONITORING, DISCUSSION, AND/OR DECISION

**Details :**

## 1 Ends

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

### 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.

#### MOTION OPTIONS:

##### 1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 1.2, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy.

Therefore, I move that we accept the Monitoring Report for Policy 1.2.

##### 2. If Board intends to not accept Monitoring Report:

Interpretation: We have read the President's Monitoring Report regarding Policy 1.2 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 1.2. I move that the President provide the Board with a new Monitoring Report for Policy 1.2 [at the X board meeting] [within X amount of months] that includes a new interpretation.

#### Or If For Insufficient Evidence:

We have read the President's Monitoring Report regarding Policy 1.2 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 1.2. I move that the President provide the Board with a new Monitoring Report for Policy 1.2 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

#### Attachments :

Title	Created	Filename
Report 1.2.pdf	Oct 14, 2016	Report 1.2.pdf
1.2 Compilation.pdf	Oct 28, 2016	1.2 Compilation.pdf

**President's Monitoring Report  
End Statement 1.2 Economic Ends  
Fiscal Year 2016**

**End Statement:**

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

**President's Interpretation:**

1.2 Yavapai College actively participates in economic development and is the lead educational provider for workforce training.

**Supporting Evidence:**

Yavapai College (YC) continues to provide outstanding workforce training opportunities for the citizens of Yavapai County. In addition to the exceptional programs and services performed by the Regional Economic Development Center (REDC), YC's facilities and instructional programs are continually being modified and improved to better serve the workforce needs of our communities. Examples of YC facilities improvements include remodeling the Career and Technical Education Center (CTEC) to accommodate offices for the Mountain Institute Joint Technical Education District, and major expansion plans for the Prescott Valley Center to allow for growth of YC's Allied Health Educational Programs. New instructional programs have also been developed to address local workforce needs, most notably new Culinary Educational Programs.



The mission of the Regional Economic Development Center (REDC) at Yavapai College is to facilitate economic development throughout Yavapai County by providing regional economic and policy analysis, economic impact analysis, customized industry training, entrepreneurial educational services, internal academic program analysis, and assistance with Native American economic development.

2015-2020 Strategic Plan \*

In its third year of operations, the REDC has expanded services to municipalities and economic development organizations to include economic impact studies and strategic planning for community development. The Center has also designed and implemented several new initiatives aimed at connecting students to economic opportunity in employment and entrepreneurship.

The REDC is aligning productivity with the primary focus of the new Economic Responsiveness Section of the 2015-2020 Strategic Plan (see document below). Activity will include an emphasis on job placement and communication with industry liaisons, data tracking of student placement, outreach and partnerships to create a ready and viable labor force for industry, and economic impact analysis to outline Yavapai College's economic value and contribution to the county. The REDC will maintain current efforts in addition to the new objectives.



\* (Reference the complete 2015-2020 Strategic Plan at [https://www.yc.edu/v5content/strategic-planning/docs/Yavapai\\_College\\_2015\\_2020\\_Strategic\\_Plan\\_080416.pdf](https://www.yc.edu/v5content/strategic-planning/docs/Yavapai_College_2015_2020_Strategic_Plan_080416.pdf))



Supporting evidence follows:

### Custom Industry Training

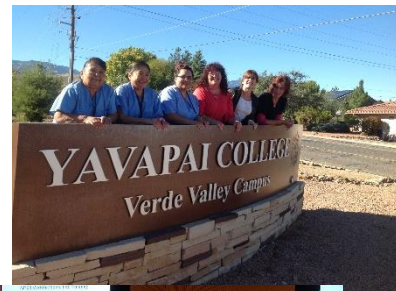
The REDC has expanded its training programs in the county by implementing industry certified training in caregiving and by hosting quarterly brown bag educational programs (Lunch n' Learns) for small businesses.

3-week Caregiving and Certified Nursing Assistant 3-day Bridge Course:

- YC is the only authorized trainer in Yavapai County and is certified by the Arizona Department of Health
- 4 Caregiving cohorts in the Verde Valley
- 2 Caregiving cohorts in Quad City Area

Topics for industry Lunch n' Learns this past year have included:

- Remarkable Leaders Champion Change: Understand the factors that affect how people respond to change • Have a process you can follow to develop change plans • Have nine specific tactics you can employ to champion change • Have a process to follow to develop change plans
- Principles of Inventory Management: Define Inventory Management • Balance Demand & Supply Objectives • Understand Inventory Trade-Off Decisions • Understand How Inventory Provides Value • Determine Whether Inventory is an Asset or a Liability
- Enhance Your Bottom Line by Managing Customer Service: Increasing productivity and revenue for retail, food and accommodation sectors
- Preparing for the New ISO9001:2015 Standard: a series of quality management systems standards for manufacturing, regulated at the federal level



Corporate training for Cobham Aerospace was completed in August of 2015 and began again in fall of 2016. Training with Sturm-Ruger has ended due to the cancellation of Arizona Commerce Authority Job Training Grant, though the REDC continues to work closely with the company on registered apprenticeships. The REDC is also starting work with the Sedona Lodging Council for workforce development and attraction.

Contracts in FY16 mostly included work for public entities. Private sector demands were fulfilled through new initiatives such as registered apprenticeships, internships, and YC Employment Services.

### FY16 Contracts:

- City of Cottonwood Supervisor Modules –monthly
- Sedona Chamber of Commerce and Tourism Bureau -Economic Impact Analysis
- Town of Dewey Humboldt-Community Survey
- Indian Wells Chapter of Navajo Nation -Community Land Use Plan
- Hard Rock Chapter of Navajo Nation –Community Land Use Plan

### Registered Apprenticeships

In an effort to continue skills enhancement for base economic jobs, and to compensate for the cancellation of state job training grants and garner increased enrollment, the REDC formally facilitates the implementation of federally registered apprenticeships in Yavapai County. In coordination with the Arizona State Office of Apprenticeships, the REDC director established protocol and materials for employers interested in participating. Federally registered apprenticeships require full-time employment (2,000 hours per annum) along with 144 hours seat time of theoretical learning per year.

Apprenticeships run 3-4 years depending on the occupation. The director is currently working on a front-to-back office healthcare apprenticeship, medical assistant, and a brewing apprenticeship.

Registered apprenticeships established in FY16 and participating companies in Yavapai County include:

- |                         |   |
|-------------------------|---|
| ▪ Metal fabrication     | X-Copter  |
| ▪ Tool & die maker      | Sturm-Ruger                                     |
| ▪ CNC operator          | Midway Industries Inc., Bent River Machine Inc. |
| ▪ Culinary              | Verde Brewing Company                           |
| ▪ Accounting Technician | SC Audit Solutions                              |

### YC Employment Services

Over the past fiscal year, the REDC launched the new Employment Services Department at YC, providing training to two new career coaches and developing the new Yavapai College Employment Services website for job postings. The REDC has worked closely with Student Services and Advising to coordinate services. Career coaches provide counseling for incoming students who are undecided in their career choice and provide job placement and internship services at the end of their academic careers. Significant time in the past six months has been spent training career coaches about how to associate academic pathways with career pathways. Please see the following website to review services: [www.yc.edu/jobs](http://www.yc.edu/jobs)

Key duties for career coaches include:

- Direct Job Placement – **Outcome: 41 students placed during Spring 2016.**
- Internships – **Outcome: 12 student interns placed Spring 2016; institutional protocols for non-credit internships were established during the fiscal year.**
- Maintenance of job postings website – **Outcome: 1,719 (January 2016 - June 2016).**
- Institutional Student Job Placement Data Tracking- **Outcome: 899 students, who completed an academic program, tracked for academic year 15-16.** The REDC has established a structured research methodology for collecting student data, including itemization of variables tracked and purposes for collecting data (i.e. financial aid gainful employment requirements, Department of Labor grants and subsidies, local economic impact). The REDC is working with Institutional Effectiveness & Research and Informational Technologies to finalize a software tracking program.

### Regional Industry & Economic Impact Analysis (pro bono)

Regular analysis of regional economic trends has been produced and delivered to area mayors, school superintendents, and the county Board of Supervisors in 2016 including:

- Quad City Labor Market Report –business attraction
- Verde Labor Market Report – business attraction
- Healthcare Workforce Demand Analysis
- Yavapai County Economic Overview
- Camp Verde Economic Overview
- Cottonwood Economic Overview
- Prescott Economic Overview
- Prescott Valley Economic Overview
- Chino Valley Economic Overview
- Chino Valley EDA Grant –economic and labor report
- Prescott Valley Economic Development Foundation Marketing Brochure

The REDC provides continuous demand analyses of local industry needs. Primary industry sectors experiencing demand for workforce and potential demand for laborers are manufacturing, healthcare, business administration and public administration, information technology, agriculture, hospitality and retail. Quantitative and qualitative research has been conducted to determine workforce, infrastructure, and logistical demands for these sectors along with identification of federal assistance for these elements. The sector strategy approach to economic development has proven successful and is the preferred method of analysis for the REDC.

Analysis of industry and workforce needs include a series of REDC lead industry roundtables, individual company analysis, participation on local industry committees, and Labor Market Information (LMI data sets). As the Workforce Director for the Prescott Area Human Resources Association, the REDC director is able to regularly analyze job postings to identify skills and corresponding academic pathways for occupations.

The REDC sponsors luncheon roundtables at Yavapai College for industry where business owners, plant managers, and human resource professionals share information pertaining to current and future workforce needs. Skills gaps are identified in this analysis and translated internally to programmatic deans. Skills gaps are identified using industry roundtables that are focused on in-demand skills and emerging needs. Identification of in-demand skills and emerging training needs also occurs through the various workforce-related committees the REDC director participates in.

*FY 16 Industry Roundtables:*

- Manufacturing
- Healthcare
- Hospitality
- Agriculture
- Information technology

Committees include but are not limited to:

- Prescott Area Human Resources Association Board –workforce director
- Verde Workforce Committee –lead facilitator
- Northern Arizona Manufacturing Association (NAMA)
- Yavapai County Community Health Improvement Partners
- Prescott Farmer’s Market Board
- Sedona Product Development Committee
- Arizona Commerce Authority (ACA) Rural Directors

**FY 16 Workforce Analysis Conducted:**

Information Technologies	Stacy Hilton, Dean
Animation Certificate	Helen Haxton-Stephenson, Director
Veterinary Technician Program	Dr. Karla Phillips, Associate Dean
Cosmetology, Esthetician, and Nail Tech	John Morgan, Dean
Manufacturing	Entry Level Certificate Industrial Machine Mechanics – 5 certs.
Healthcare	Caregiving Certificate CNA Bridge to Caregiving Certificate Direct Care Worker Certificate
Quad City Labor Market Report	Prescott Valley Economic Development Foundation, Greater Prescott Region

	Economic Partnership, Quad City Area municipalities
Verde Valley Labor Market Report	Verde Valley Regional Economic Organization, Verde Valley Area municipalities

**Events & Outreach**



- 2 Future Leaders Town Hall in Verde Valley in association with AZ Town Hall
- Verde Valley Forum on Public Affairs – Youth Town Hall on Post-secondary education in the Verde Valley



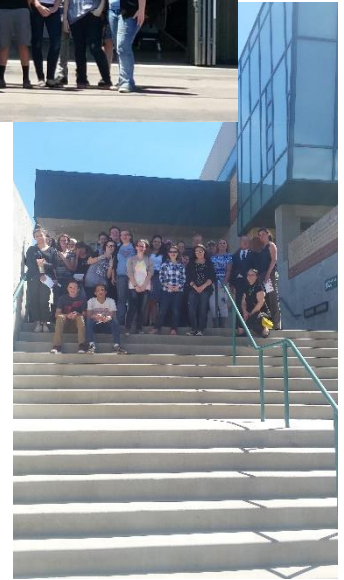
- 3 Job Fairs: the new Prescott Valley job fair (fall 2015)  
Prescott (spring 2016)  
Verde Valley (spring 2016)



- Annual Mountain Institute-Joint Technical Education District Employer-Student Mixer in May 2016

- Facilitation of industry tours and field trips for YC and high school students  
Tours Spring Semester 2016 included Hampton Inn, Guidance Aviation with AZ Event Video & CRAF2M filming crew, Prescott Police Department K-9 Unit, and Prescott Valley City Hall.





Marketing: REDC market materials are produced in-house and include the following:

- Bimonthly YC Workforce Report – distributed to all economic development boards, elected officials, and regional businesses.
- Prescott Chamber of Commerce Guide
- Six SBDC advertisements in Quad City Business News
- Five REDC/SBDC articles in Quad City Business News
- Quoted/Cited 20+ times in Daily Sun and Verde Independent
- Channel 12 News interview on Sedona Workforce 6/1/16
- Weekly “The New Yavapai Economy” column in Daily Courier
- Branded all outreach materials used by REDC

### Entrepreneurial Education & Resources

- Rural Center for Entrepreneurship

Following two years of research, the first incubator in rural Arizona was opened at YC CTEC in October 2015. Current services include specialized workshops on IP/patents, product commercialization, and contracting. The Rural Center for Entrepreneurship (RCE) provides incubation for products through the REDC and services in the fields of digital technology, metal fabrication, agriculture, 3D printing, firearms, aviation, component and system design, and other emerging sectors. The RCE enhances the services offered through the SBDC by focusing on consultation in applied research, demand analysis, conceptual and engineering design, and entrepreneurial education in intellectual property rights, commercialization, exporting and contracting. The RCE serves Yavapai County under the umbrella of Yavapai College and in partnership with the AZ SBDC Network.

- Yavapai-Apache Nation Entrepreneurship Program in conjunction with NAU Center for American Indian Economic Development is in its second year of programming. The REDC also provides monthly workshops and SBDC counseling on Tribal lands in the Verde Valley.

- The REDC successfully applied for USDA RBDG funding to expand services in Yarnell, Black Canyon City, and Camp Verde in FY17.
- Prescott Valley Library successfully applied for funding that includes subsidy to provide SBDC counseling and workshops in their new incubator, “The Hub.”

### Small Business Development Center (SBDC)

The Small Business Development Center staff is comprised of the Director, Kurt Haskell, and two business analysts, Kathy Bazan serving the Verde Valley, and Al Carlow serving the Quad City Area. The SBDC is a grant funded program through the U.S. Small Business Administration for which Yavapai College provides matching cash funds. It is also one of the oldest SBDC programs operating in the state of Arizona for the past 27 years.

The SBDC provides free one-on-one confidential counseling, a series of subsidized workshops, and a business resource library district-wide. Due to additional grant funding awarded to the REDC, services in FY17 will be enhanced by increasing counseling hours in Yarnell, Camp Verde, and Black Canyon City. The SBDC provides counseling out of the Prescott Campus, Verde Valley Campus, Sedona Center, Cottonwood Business Assistance Center, Yavapai Apache Nation Economic Development Administration Office, Northern Arizona University in Prescott Valley, and Prescott Valley Library. Upon completion of the building, the SBDC will counsel out of the Camp Verde Library.

Current SBDC workshop topics include:

- Lean Business Start-up
- Introduction to Business Plan Writing
- Risk Management
- Introduction to Business Financial Statements
- Introduction to Internet & Social Media Marketing
- Social Media Marketing - Twitter
- Social Media Marketing – Facebook
- Website Design
- Business Plan Writing Series (SCORE partnership)
- Intellectual Property Rights/Patents
- Contracting
- Managing Finance Decisions
- Crowd Funding
- Is Your Business Ready for Exporting?
- Doing Business with Government

## Key Performance Indicators

### **REDC Impacts**

The REDC continues to work diligently to provide economic opportunity to Yavapai County residents through education, training, and its new initiatives. The REDC director works diligently to subsidize these services through contracts and grants.

<b>Total Contract Revenue Generated: \$26,785</b>	
Grants:	
1. Tribal Administration Certificate –Yavapai Prescott Indian Tribe \$9,000	\$9,000
2. Revolving Microloan Fund for Rural Center for Entrepreneurship (RCE) - USDA RMAP	\$12,500 to subsidize technical services for RCE clients
3. USDA Rural Business Development Grant - \$68,350	\$68,350
4. Verde Workforce Committee –APS \$1,000	\$1,000
5. National Science Foundation Award \$855,350	\$110,975 REDC portion over three years
<b>Total Grant Awards: \$201,825</b>	

The Economic Responsiveness key performance indicators (KPI) are a compilation of those measures which best operationalize institutional goals for economic development. The twelve core indicators are grouped into three distinct areas: Small Business Development, Economic & Workforce Development, and Economic Impact of YC in the local community. These twelve core indicators may be found below.

### **Key Performance Indicators (KPI's):**

The College continues to measure and benchmark progress toward achievement of the Board's Education Ends. The key performance indicators (KPIs) compare YCs outcomes to state and national peers. The KPIs allow the College to identify areas of strength, as well as areas where the College needs to focus efforts to improve. For example, **Red** represents the range of scores for the bottom 25% of community colleges; **Yellow** represents the 26<sup>th</sup> to 49<sup>th</sup> percentile; **Green** starts at the State or National median score and goes through the 74<sup>th</sup> percentile; **Blue** begins at the 75<sup>th</sup> percentile.

**Red = Poor**

**Yellow = Caution**

**Green = Good**

**Blue = Excellent**

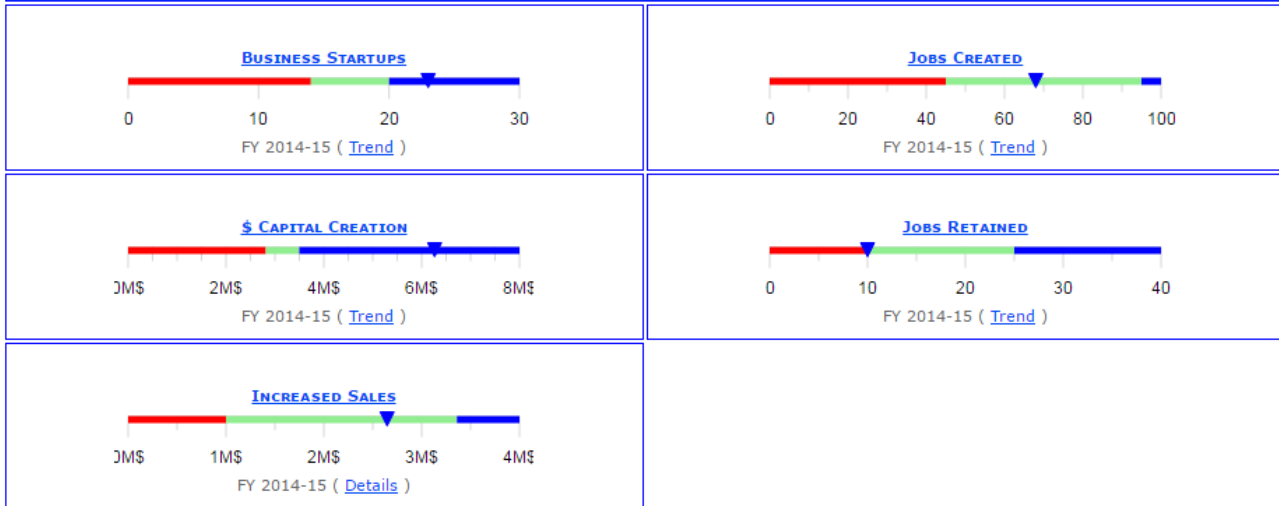
# YAVAPAI COLLEGE KEY PERFORMANCE INDICATORS (KPI)

[Home](#)
[Education KPI](#)
[Economic KPI](#)
[Social KPI](#)
[FAQ](#)
[Yavapai College Home Page](#)
[Logout](#)

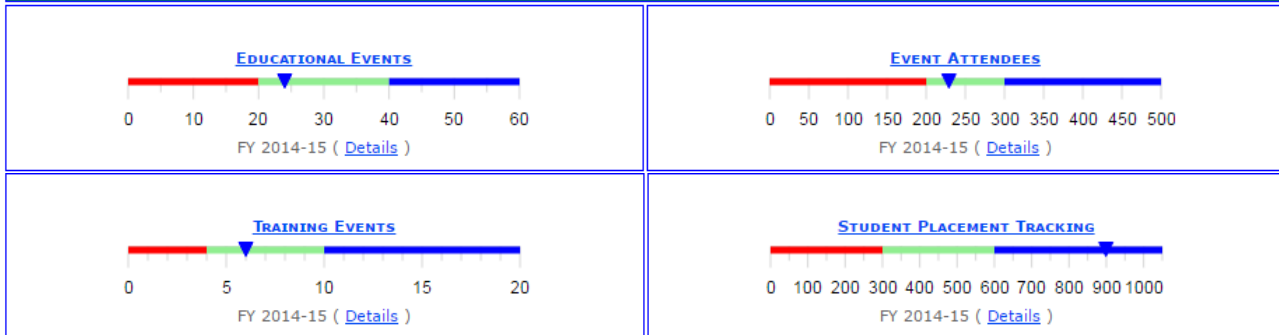
## ECONOMIC KPI DETAILS

The Economic Responsiveness key performance indicators (KPI) are a compilation of those measures which best operationalize institutional goals for economic development. The twelve core indicators are grouped into three distinct areas: Small Business Development, Economic & Workforce Development, and Economic Impact of YC in the local community. The definition of each KPI is included in the associated trend.

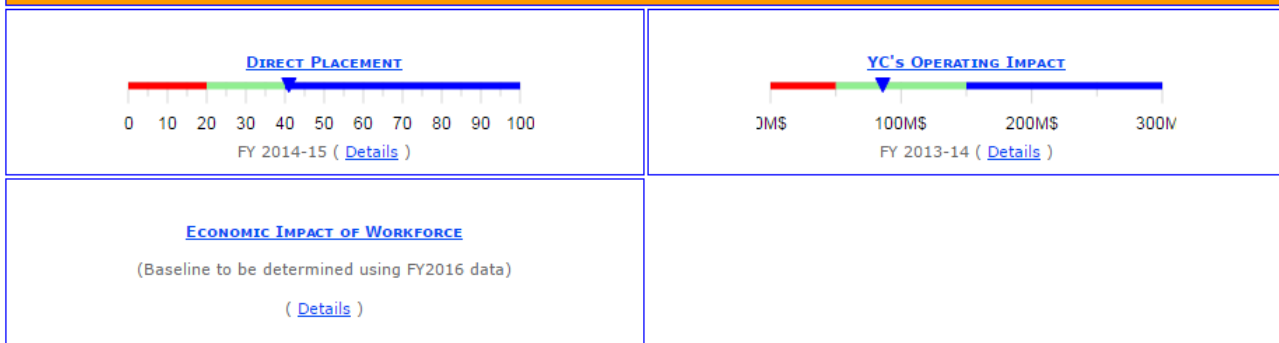
### Small Business Development



### Economic and Workforce Development



### YC Economic Impact



**President's Conclusion:** I report compliance.



## Presidential Monitoring Worksheet for Ends Policies

1 Ends: Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment. The College will achieve these results at a justifiable cost.

Compilation - November 2016

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.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with the Ends policy?	YES 4	NO
Based upon your review of the monitoring report, should this Ends policy be amended?	YES	NO 4
<p>Comments/Remarks:</p> <p style="color: #00a0c0;">Irwin: Continue YC leadership to be involved in committees and groups focused on economic and workforce development especially at the County level.</p> <p style="color: #a52a2a;">Sigafoos: The KPI data is new this year, I think. The copy in the report looks like it has links to (details) and (trend) data but the links do not seem to work when accessed online or downloaded to my desktop. As I have commented on more than one occasion trends are more important than the snapshot at a point in time.</p> <p style="color: #6a3d9a;">McCarver: I like the KPI's. Would like to see year to year comparisons on that kind of data.</p>		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Patricia McCarver

**Start Time :** 3:01 PM

**Item No :** 23

**Proposed By :** Patricia McCarver

**Time Req :** 5

**Proposed :** 9/26/2016

**Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
1	Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment. The College will achieve these results at a justifiable cost. The following Ends are listed in priority order.	586133
1.3	Yavapai County residents have access to social and cultural opportunities.	558831

**Description :** Receipt of President's Monitoring Report - Ends Statements - 1.3  
Communities Ends - MONITORING, DISCUSSION, AND/OR DECISION

**Details :** 1 Ends

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

1.3 Communities Ends Yavapai County residents have access to social and cultural opportunities.

**MOTION OPTIONS:**

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 1.3, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy.

Therefore, I move that we accept the Monitoring Report for Policy 1.3.

2. If Board intends to not accept Monitoring Report:

Interpretation: We have read the President's Monitoring Report regarding Policy 1.3 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 1.3. I move that the President provide the Board with a new Monitoring Report for Policy 1.3 [at the X board meeting] [within X amount of months] that includes a new interpretation.

Or

If For Insufficient Evidence:

We have read the President's Monitoring Report regarding Policy 1.3 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 1.3. I move that the President provide the Board with a new Monitoring Report for Policy 1.3 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

**Attachments :**

Title	Created	Filename
Report 1.3.pdf	Oct 14, 2016	Report 1.3.pdf
1.3 Compilation.pdf	Oct 28, 2016	1.3 Compilation.pdf

**President's Monitoring Report  
End Statement 1.3 Community Ends  
November 2016**

**End Statement:**

Yavapai County residents have access to social and cultural opportunities.

**President's Interpretation:**

Yavapai College enhances our communities' quality of life through providing on-going opportunities for citizens to enjoy a variety of social and cultural events sponsored by the College.

**Supporting Evidence:**

End Statement 1.3, Yavapai County residents have access to social and cultural opportunities, is addressed in Yavapai College's 2015-2020 Strategic Plan under the Engaged Community initiative. In the 2015-16, the Marketing and Communications Office conducted a Media Preference Survey to determine how to reach college constituents best.

*Strategic Initiatives Overview*

[http://www.yc.edu/v5content/strategic-planning/docs/019\\_17\\_Strategic\\_Planning\\_Poster\\_r4.pdf](http://www.yc.edu/v5content/strategic-planning/docs/019_17_Strategic_Planning_Poster_r4.pdf)

*Strategic Plan*

[https://www.yc.edu/v5content/strategic-planning/docs/Yavapai\\_College\\_2015\\_2020\\_Strategic\\_Plan\\_080416.pdf](https://www.yc.edu/v5content/strategic-planning/docs/Yavapai_College_2015_2020_Strategic_Plan_080416.pdf)

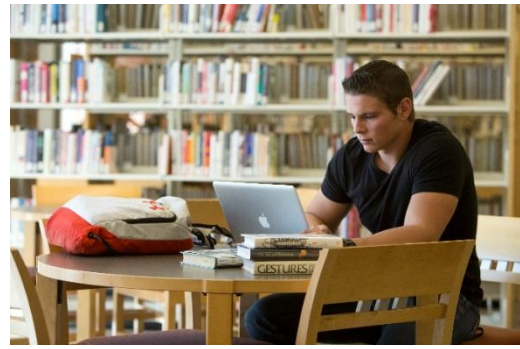
The Yavapai College (YC) electronic calendars document past and forthcoming events for the vast majority of non-academic events on campus including: Traditional Services, Athletics, K-12 Outreach, Community Events, and Public Services (<http://www.yc.edu/webtools/apps/calendars/>). Though dates may vary somewhat from year to year, the following examples illustrate the numerous social and cultural opportunities provided by Yavapai College:

Traditional

- A variety of personal enrichment courses are available including creative writing, music, art, film appreciation, theater, Shakespearean literature and physical education/fitness and wellness classes. (View class offerings at <http://www.yc.edu/v5content/academics/register.htm>). Over 1,100 residents participated in for-credit, personal enrichment courses in 2015-2016.

Community Education

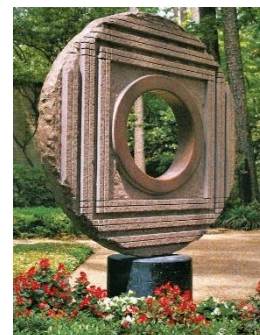
- Yavapai College offers a broad array of community education programming including Community Education, College for Kids, Edventures, and Osher Lifelong Learning Institute (OLLI).
- YC library collections represents close to 13% of the total Yavapai County Library system. YC is the only federal depository in the county. In addition to books the YC libraries include a variety of multimedia content which enable people to learn in a variety of formats which best suit their learning preferences. The libraries regularly display art and collections from students, faculty and the public. Over 121,000 people entered YC libraries last year.
- YC offers several public computer workstations, providing public access to the internet. Likewise, YC offers free firewall protected wireless access to the internet for visitors with laptops, tablets, and smartphones.



- The Prescott and Verde campus YC Art Galleries offer 12+ exhibitions a year. Exhibitions include student and faculty artwork representing our high quality of instruction. A juried selection of local and regional artists, some with national and even international reputations, exhibit to support instruction and enrich our community. We hold opening receptions for exhibits and the Prescott gallery participates in the city wide 4th Friday Art Walk. We offer artist and juror's talks in conjunction with exhibitions when possible. We are an educational gallery and welcome participation and visits from all. Over 10,000 patrons visited the YC galleries last year.



- The Richard Marcusen Sculpture Garden features abstract sculptures in varied media. It is a welcoming environment open to our community. The garden is used as a teaching space where you will find drawing students sketching or a photography student catching the sun peaking between a sculpture and the beautiful landscaping. The sculpture garden is adjacent to the Performing Arts Center making it perfect for their patrons to stroll through the garden during an intermission and see the dramatic lighting of each sculpture at night. The Alta Vista Garden Club, founded in 1951, has been caring for the 17 varieties of roses around the sculpture Synopsis. The garden is also home to the Prescott Area Iris Society and features several rare varieties of iris.





## Athletics

Yavapai College's intercollegiate athletic program is seen as the "front porch" of the College, garnering local, state and national attention.

- YC fields four intercollegiate athletic teams including:
  - Soccer (13 home games, 7 national championships) In 2015-16, the Roughrider Soccer Team won their 25<sup>th</sup> Arizona Community College Athletic Association Championship. Head Coach Mike Pantalione received the prestigious NSCAA Bill Jeffrey Award recognizing long-term service and contribution to collegiate soccer.
  - Volleyball (13 home games) In 2015-16, the Roughrider Volleyball team advanced to the NJCAA National Championship tournament for the first time in school history.
  - Baseball (31 home games, 4 national championships). The Roughrider Baseball Team won the school's 4<sup>th</sup> Baseball National Championship in 2015-16. Head Coach Ryan Cougill was named the NJCAA Coach of the Year.
  - Softball (24 home games, 2 national championships) In 2015-16, the Softball Team advanced to the NJCAA National Tournament taking 4<sup>th</sup> in the nation.
- Over 10,000 people have attended YC athletic events.
- Student athletes have attained a variety of achievements including 17 Academic All-American statuses, ACCAC Hall of Fame, transfer to four year universities to pursue their bachelor degrees while playing their sport, and a few have gone on to represent their countries in the Olympics or play professionally. Out of 88 student-athletes, 44 were named to the Athletic Directory's Honor Roll (3.0 or higher) in the Fall of 2017 and 45 achieved the honor in spring.
- In addition to the state conference teams, YC hosted a minimum of 12 teams from across the country and Canada.
- All four teams performed community service through Big Brothers/Big Sisters; reading in the local elementary schools; free athletic clinics; week-long athletic clinic for the Yavapai Prescott Indian Tribe; and in conjunction with ERAU the Volleyball team raised over \$4000 for YRMC Breast Health Center.



## K-12 Outreach

- College for Kids classes introduces K-12 children to the college environment through a variety of classes in the summer, ranging from art to cooking to geology to rocketry. During the summer of 2016, 480 young students attended classes on the Prescott campus, and 486 students participated on the Verde Valley campus.



- Both day and residential sports camps are held in the summer for a variety of sports.
- The Children's Matinee Series at the Performing Arts Center introduces over 5000 school children to the performing arts.
- Kids' activities are well-received by our communities with over 8000 participants.

## Community Education

- In Spring 2016, Literary SW was pleased to offer readings by Master Memorist Bernard Cooper on Feb. 5<sup>th</sup> and readings by award-winning poets Jane Hirshfield and Susan Terris on April 8. Both readings were well attended by YC students and the greater public.
- The Music Department presents over two dozen concerts and recitals throughout the year performed by faculty, students and community members at both the Verde Valley and Prescott campuses.
- The Division of Lifelong Learning at Yavapai College provides non-credit courses for personal enrichment, to a wide range of students, ranging from kindergarten to retired. This year the division's Prescott OLLI program partnered with the Prescott Valley Library to sponsor a Cultural Event Series. The series, with 1,007 attendees, featured a wide range of topics, including African and American storytelling, Taiko drumming, and art and photographs from World War II Japanese-American internment camps. The division provided 1,243 offerings through the Community Education, College for Kids, EDventures, and OLLI programs throughout the county.
- The Prescott OLLI partnered with the YC credit Service Learning efforts, offering a drop in technology tutoring sessions for retirees, with YC credit students and OLLI students providing hands on help with smart phones, lap tops, e-readers, and tablets, helping with issues such as data back-up, managing user names and passwords, and learning how to install and use applications.
- EDventures facilitates local and regional trips and are led by experienced and knowledgeable tour leaders. Over 379 people participated in EDventures trips in 2015/2016. The program took travelers to locations throughout the region to learn about the colorful local history, fascinating cultures and natural features of the southwest. An international EDventures to Scotland in August, 2016 attracted 33 people and the destination in 2016 is Italy.





International EDventures in Scotland, 2015

### Public Service

- The Performing Arts Center hosts over 100 events per year, including:
  - National touring performances such as *Josh Turner*, *The Texas Tenors*, *Brian Regan*, *Jackson Browne*, and *Alton Brown*.
  - Home of the Prescott Pops, Yavapai Symphony Association, featuring the Phoenix Symphony, the annual Arizona Cowboy Poets Gathering, and the Prescott Film Festival.
  - Satellite broadcast events from The National Theater of London, The Bolshoi Ballet, and The Metropolitan Opera Live from New York City.
  - School Matinee series that presents live educational entertainment shows at no cost to Yavapai County school children.
  - Available for rental for local school graduations and ceremonies, weddings and receptions, community and civic groups, church organizations.
- YCPAC Presents in the Verde Valley:
  - Series of six National Theatre Live of London satellite broadcasts shown in the Community Room at Verde Campus.
  - Live performance of national touring group *Time for Three* at the Sedona Performing Arts Center.



- The YC tennis courts are available for daily public use and for College sponsored activity classes. Additionally, the complex hosts weekend competitions and high-caliber tournament play. Since opening in October 2014, the YC Tennis Complex has hosted six NTRP sanctioned tournaments (average of 110 participants), minimum of twelve Grand Prix events, drop-in tennis instruction, classes and clinics, and daily public use. The tennis courts are a “pay-to-play” facility at a very minimal cost. To date (October 2015 to September 2016) the revenue



generated from the tennis courts is \$31,548.87 (from October 2014 to September 2015, the revenue generated was \$27,445.10).

- The YC Nature Trails
  - The Prescott campus is home to a 1.5 mile, non-motorized trail, built to preserve some of the natural areas, provide recreational opportunities, and encourage biological and cultural opportunities for all. Thanks to funding provided by CrossFit, the YC trail will soon be outfitted with a main information kiosk near the YC tennis courts and will have fitness stations installed along the route. Expected completion of this project is this fall 2016. Additionally, the YC trail will be included in the next printing of the City of Prescott trail maps which should substantially increase awareness of the trail as an excellent fitness resource.
  - The Verde Valley campus is home to many social/nature trails, in 2015-2016 we continued planning activities with the West Mingus Avenue Project partners (City of Cottonwood, U.S. Forest Service, and Town of Clarkdale). As part of on-going wayfinding and open space, the college is exploring enhancement of the trail system south of the Verde Valley Campus which would connect with the West Mingus Avenue project. This effort is a partnership to preserve and connect trails systems.
- The Verde Valley Campus' Southwest Wine Center demonstrates leadership in sustainability by employing best-practices for our arid region. The student run estate vineyard utilizes reclaimed water for irrigation while the wine center employs a unique water catchment system, along with many other sustainable features. The program and its facilities provide a workforce for the growing wine industry, and a model for efficiency and a pathway to a sustainable future.
- In service learning, several faculty members have students participate in a variety of community service projects. These projects allow students to interact with community members and in turn receive course credit for this work as part of their learning outcomes. This equates to thousands of hours that YC students provide to area organizations. Student involvement increased from 349 in 2014-15 school year to 520 for the 2015-16 school year.

**Key Performance Indicators (KPI's):**

The College has developed the following KPI's and will use these measurements to track and benchmark progress toward the Community Ends.

INPUT	PROCESS	OUTPUT
Personal Enrichment - Headcount in Art/Music/PE 8,932 - Non-credit Head Count 13,393 (OLLI, Com. Ed. Edventures, College for Kids)	YC Foundation Auxiliary Head Count 450	Cultural Event Head Count - 288,447 (Galleries, Athletics, YCPAC, Literary SW, Library, Computer Labs, FEC, etc.) Rentals Headcount 50,000 2014 Community Survey

Summary

This report lists the literally hundreds of opportunities for people of all ages to participate in social and cultural activities throughout the Yavapai College District. The avenues include Traditional (Formal Credit Education, Libraries, speaking engagements, Art Galleries, and computer labs); Inter-collegiate sports; K-12 Outreach; Community Education (Literary Series, OLLI, FEC); and Public Service (PAC, Tennis Courts, Nature Trails, SWC, Service Learning). Per our recently completed Community Survey, residents throughout the service district are highly satisfied (4.6 out of 5) with these types of cultural events. Reference Survey at <http://www.yc.edu/v5content/district-governing-board/docs/DGB-Survey-final.pdf>  
 In conclusion, Yavapai College is clearly enhancing our quality of life, and making Yavapai County a better place to live, to work, and to get a quality education.

## 2015-2020 Strategic Plan \*

Yavapai College's above mentioned programs and activities will continue in efforts to advance Engaged Community in 2015-2016, in addition to new objectives to include strengthen marketing and communication; address cultural programming on the Verde Valley Campus; and promote integration between credit and non-credit education.



Engaged  
Community.pdf

\*(Reference the complete 2015-2020 Strategic Plan at [https://www.yc.edu/v5content/strategic-planning/docs/Draft2015\\_2020\\_Strategic\\_Plan.pdf](https://www.yc.edu/v5content/strategic-planning/docs/Draft2015_2020_Strategic_Plan.pdf) )

### **President's Conclusion:**

I report compliance.

## Presidential Monitoring Worksheet for Ends Policies

1 Ends: Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment. The College will achieve these results at a justifiable cost.

Policies: 1.3 – Communities Ends

Compilation - November 2016

1.3 Communities Ends	Yavapai County residents have access to social and cultural opportunities.	
Interpretation		
Is the interpretation reasonable?	YES <span style="color: red;">4</span>	NO
Does the data show accomplishment the interpretation?	YES <span style="color: red;">4</span>	NO
Is there sufficient evidence to indicate compliance with the Ends policy?	YES <span style="color: red;">4</span>	NO
Based upon your review of the monitoring report, should this Ends policy be amended?	YES	NO <span style="color: red;">4</span>
<p>Comments/Remarks:</p> <p style="color: #a0522d;">McCasland: I have a problem when resources required for social activities compete with educational outreach and program resources.</p> <p style="color: #6a3d9a;">McCarver: While the official State designation of FTSE does not apply to these social and cultural activities, clearly there is a need and a tremendous interest in these events, given the extremely large participation. These activities are educational, and are meeting the needs of our Yavapai County residents.</p>		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Patricia McCarver

**Start Time :** 3:06 PM

**Item No :** 24

**Proposed By :** Patricia McCarver

**Time Req :** 5

**Proposed :** 8/11/2016

**Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
2.1	The President shall not cause or allow to exist any condition, that is unsafe, compromises an individual's privacy or limits accessibility, nor fail to provide a grievance process.	344941

**Description :** Receipt of President's Monitoring Report - Executive Limitation 2.1 - Service to the Public - MONITORING, DISCUSSION AND/OR DECISION

**Details :** Executive Limitation 2.1 - Service to the Public

The President shall not cause or allow to exist any condition that is unsafe, compromises an individual's privacy or limits accessibility, nor fails to provide a grievance process.

**MOTION OPTIONS:**

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.1, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy.

Therefore, I move that we accept the Monitoring Report for Policy 2.1.

2. If Board intends to not accept Monitoring Report:

Interpretation: We have read the President's Monitoring Report regarding Policy 2.1 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.1. I move that the President provide the Board with a new Monitoring Report for Policy 2.1 [at the X board meeting] [within X amount of months] that includes a new interpretation.

Or

If For Insufficient Evidence:

We have read the President's Monitoring Report regarding Policy 2.1 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with

the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.1. I move that the President provide the Board with a new Monitoring Report for Policy 2.1 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

**Attachments :**

Title	Created	Filename
Report 2 1.pdf	Oct 21, 2016	Report 2 1.pdf
2.1 Compilation.pdf	Oct 28, 2016	2.1 Compilation.pdf

## President's Monitoring Report

Executive Limitations 2.1 – Service to the Public  
November 2016

### **2.1 Service to the Public**

The President shall not cause, or allow to exist, any condition that is unsafe, compromises an individual's privacy or limits accessibility, nor fails to provide a grievance process.

#### **President's Interpretation:**

Yavapai College is the community's college. As such, employees must realize the importance of earning and maintaining the public's trust and confidence. In particular, measures will be taken to ensure and monitor all safety aspects of our campuses. Likewise, the privacy of our consumers (e.g., students, employees, vendors, and other taxpayers interacting with the College) will be respected within legal parameters (e.g., FERPA, ADA, OSHA, Open Meetings Act, and Public Disclosure laws). All members of the college community, both internal and external, are to be treated with respect and courtesy. In providing College programs and services, the focus will remain on optimizing the community members' success and convenience. Our College will take necessary measures to ensure that all members are aware of their avenues of recourse if they feel these standards are not met.

#### **Supporting Data:**

##### 1. Safety

###### a. Police and Security

The College has sworn AZ POST police officers on staff. Officers are assigned to both campuses and provide first response to any sort of incident which might occur. Other local agencies, including municipal and county officers, provide supplemental assistance as required per mutual aid agreements. In addition to Police Officers, the College has created two full time security positions to provide additional coverage and services.

The Yavapai College Police Department, in compliance with the Federal Jeanne Clery Act, publishes and makes available annually, The Campus Safety, Security and Fire Report. The College Police Department encourages current students, future students, employees and community members to read this report as several subjects are addressed: safety issues, police response, crime prevention, safety escorts, safety presentations, parking regulations, drug and alcohol policies, weapon policies and three years of crime statistics. [Clery Report](#).

###### b. Security Cameras and Card Keys

The College is installing security cameras and card access systems throughout the District, mainly as we renovate spaces. The cameras are intended primarily to be a deterrent, but may also aid in investigations. Card access systems can provide better security by reducing the security risks of lost keys and often by allowing organizations to secure their buildings more quickly.

###### c. Risk and Emergency Management

The College retains a full time Risk Manager to facilitate the following activities:

###### i. Environmental, Health and Safety

The College strictly adheres to, or surpasses, Federal and State safety codes such as OSHA, Fire Safety and hazardous material regulations. Regular inspections of all premises throughout the District are conducted in an on-going effort to provide a safe environment for faculty, students, staff and visitors.

Ergonomic evaluations are performed upon request. Training and appropriate accommodations and equipment are provided as needed.

Safety training is provided in the proper use of equipment such as forklifts, boom trucks and other facility management tools and vehicles. Employees are trained in the use of supplied personal protective equipment. Passenger van training is also provided to all users of the College's vans.

Fire safety, blood borne pathogens, emergency response and AED training is also provided to all residence hall directors and resident assistants. Regular evacuation drills are practiced as well.

ii. Emergency Management

The College maintains an Emergency Operations Plan utilizing the National Incident Management System (NIMS), which allows a rapid and coordinated response to any disruption that may affect safety or operations. A response infrastructure is in place including an Emergency Operations Center, Team and external partnerships. Training is ongoing.

Emergency communications with students, faculty, staff and visitors are provided through text messaging, sirens, loudspeakers, automated calls to all College desktop phones, automated screen banners posted to all College personal computers, and postings on the College website. Printed Emergency Response Guides are posted throughout all District locations, outlining to the recommended course of action in various emergency scenarios.

[Emergency Response Guide](#)

d. Insurance

The College is insured via its participation in The Trust for property and liability claims, and through The Alliance for workers' compensation.

e. Research

The purpose of the Human Subjects Review Board (HSRB) is to protect the rights of human subjects in research. This includes making sure that all populations are protected (i.e., students, faculty, staff, etc.) and that consent is maintained for participation in research. The HSRB also monitors non-Yavapai College researchers seeking to conduct research at any of YCs campuses or learning centers. All research and grant activities at Yavapai College must conform to the Belmont Report and 45 CFR 46, through HSRB approval or exemption. HSRB website is: [Human Subjects Review Board Website](#)

## 2. Privacy and Accessibility

### a. Family Educational Rights and Privacy Act—FERPA

The Family Educational Rights and Privacy act of 1974 (FERPA) affords eligible students certain rights with respect to their education records. An “eligible student” under FERPA is a student who is 18 years of age or older or who attends a postsecondary institution. It is the responsibility of the Registrar of the College to uphold the student’s rights under FERPA policy. Provision of FERPA information and training is offered using the following methods:

- One-on-one for new hires in Student Development and new Faculty
- For groups on request
- The Notification of Rights per FERPA is posted online and included annually in the College catalog
- FERPA statements are included on each faculty roster.
- FERPA is reviewed in Academic Division meetings and the Adjunct Faculty Newsletter.
- FERPA annual email notification is sent to all Fall-enrolled students.

FERPA on Registrar’s web page: [FERPA](#)

2015-16 Catalog: Academic Renewal—Catalog, pg. 39: [Catalog](#)

### b. Disability Resources-ADA Compliance

i. Employees: College policy [2.27](#) requires employees to remain compliant with the American with Disabilities Act for both applicants and current employees. There are currently no accommodation requests pending or active, nor are there current or probable legal actions related to ADA claims.

#### ii. Students

##### 1. Accessibility

The YC Disability Resources department coordinates reasonable accommodations to all eligible students who request it per The Americans with Disabilities Amendments Act of 2008 and Section 504 of the Rehabilitation Act of 1973. YC Disability Resources received and approved 390 accommodation requests for Fall 2015 and 374 for Spring 2016. [Disability Resources](#)

##### 2. Confidentiality

Disability Resources receives medical information from students in order to determine eligibility for services. Medical information is not considered educational information and is specifically exempted from FERPA policies. Disability Resources maintains the confidentiality of medical records to the extent regulated by HIPAA (Health Insurance Portability and Accountability Act) and does not release any information without a students informed consent, except as required by law.

### c. Privacy via Technology

- i. The ITS Department takes proactive measures to ensure student, faculty, and staff privacy in regards to digital information. The College has strict password requirements and uses industry best practices for directory, file and database security. In addition, the College employs robust network security hardware and software to protect students and employees from internal and external threats.
- ii. Due to the nature of its business, the College must collect some personally identifiable information (PII) like Social Security Numbers. This information is collected to comply with state reporting requirements, federal mandated filings (e.g. 1098-T tuition statements), transcript requirements, federal financial aid requirements, and for employment purposes (e.g. W-2, medical benefits). In addition, this information helps the College eliminate duplicate records thus aiding in reporting accuracy. This information is safeguarded via access controls, security best practices, training (e.g. FERPA), data loss prevention technology, secure document storage (encryption), advanced threat detection technology, and other security controls.
- iii. College employees must read and acknowledge the following policies annually: Confidentiality Policy, Peer-to-Peer (P2P) File Sharing Policy, Technology Resource Standards, Retrieval, Disclosure and Retention of Records, Electronic Communications, Clean Desk and Clear Screen, Online Privacy, Remote Access, Mobile Device, and College Social Media Official Account Use. The aforementioned policies provide safeguards and best practices related to confidentiality and technology usage.
- iv. Beginning in fiscal year 2014-2015 all employees were required to take computer security awareness training. This requirement will persist as an annual obligation.

### 3. Respect and Courtesy

#### a. Employees

There are several College Policies outlining addressing appropriate employee behavior as it relates to respect and courtesy including Code of Ethics [2.19](#) , Conflict of Interest [2.20](#), Sexual and Other Prohibited Harassment [2.22](#) and Zero Tolerance for Threats and Disruptive Behavior [2.26](#).

#### b. Students

The intended purpose of the Code of Conduct is to maintain order and stability and promote the student learning experience by responsibly respecting the rights of all individuals. During the 2015-2016 academic year we had 104 residence hall cases, and 40 non-residence hall cases.



2015-16YCStudentCodeofConduct.pdf

#### c. Sexual Misconduct

Yavapai College does not tolerate sexual misconduct of any kind. Incidents of sexual harassment or misconduct are referred to the Title IX Coordinator. The Title IX



Coordinator is responsible for ensuring that all faculty, staff and students living in the College residence hall are trained annually on Title IX and also for raising awareness among general student population regarding sexual misconduct; and for ensuring that all investigations are conducted in a timely and impartial manner. During the 2015-2016 academic year we had four (4) Title IX cases.

The College has made significant improvements to its TIX website and now has a Sexual Misconduct Resource page that can be found here:

<http://www.yc.edu/v5content/student-services/sexualmisconduct.htm>.

The Sexual Misconduct Policy can also be found on that page, but specifically can be found here: <http://www.yc.edu/v5content/policies/docs/4-student/2014%20Policy%204.01.pdf>

The College [Policy 4.01](#) deals with these matters specifically, and is reviewed with legal counsel periodically to ensure the policy is up to date in light of recent court rulings and is aligned with best practices.

#### 4. Avenues of Recourse

##### a. Employees

- i. College Policy [2.23](#) outlines the process by which staff may voice grievances. One employee began the grievance process regarding allegations of harassment and that case is currently in arbitration.
- ii. College Policy [2.37](#) outlines the process by which faculty may voice grievances. No grievances have been filed.

##### b. Students

###### i. For non-academic issues:

1. The Yavapai College process for non-academic complaints is to be used for issues other than disciplinary or academic matters and provides students protection against unwarranted infringement of their rights. During the 2015-2016 year, one formal complaint was filed with the Dean for Student Development. [Non-Academic Complaint Form](#)
2. Residence Halls: In order to provide a safe environment in which students can learn, grow, and socialize with other students, students who live in the halls must adhere to “Standards of Residence.” Students who violate the standards are adjudicated by hall directors and /or the Director of Residence Life, depending on the level of the violations. Students have the ability to file an appeal with the College Hearing Board. During the 2015-2016 academic year there were no requests for appeal. In matters that involve illegal activities such as drugs, alcohol or other criminal behavior, Campus Police are contacted and conduct a separate, parallel investigation. See the [Clery Report](#).
3. Request for Refunds: Refunds are issued to students who follow the College’s official withdrawal procedures that are outlined in the College catalog. Refund appeals are generally approved if the student provides evidence of “circumstances beyond the student’s control”. During the 2015/2016 academic year, 38 appeals were submitted; 26 approved and 12 denied.

4. Independent Status Appeals: The purpose of the Independent Status Appeal is to give students consideration to qualify for Financial Aid. For the 2015/2016 year, 9 appeals were approved, and 5 appeals were denied.
  5. Income Reduction Appeals: The Income Reduction Appeal allows students to become eligible for federal aid based on a reduction in base year income. For the 2015/2016 year, 41 appeals were submitted: 31 appeals were approved, and 10 were denied.
  6. Unusual Enrollment History Appeal: The Department of Education disqualifies students who have received a Federal Pell Grant or Federal loans at multiple institutions during the past three academic years to help prevent fraud. Students may appeal this ruling. For the 2015/2016 year, we received 29 appeals; 22 were approved and 7 were denied.
- ii. For Academic Issues:
1. Grades: A student may appeal an academic or instructional decision by faculty if s/he deem the decision to be made in error. [Academic Complaint Form](#)
  2. Petition for Reinstatement: A student who has been placed on academic suspension may petition to the Dean for Student Development, in writing, stating the reasons why the academic status and stated restrictions should be waived or changed. [Petition for Reinstatement](#) (See Page 39).
  3. Academic Renewal: Academic Renewal allows a student who experienced academic difficulties during earlier attendance at Yavapai College to have grades for a particular period of time excluded from the calculation of the grade point average. [Academic Renewal](#) (See Page 39).
  4. Satisfactory Academic Progress (SAP) Appeals: SAP Appeals are reviewed for students when they have fallen below the minimum Rate of Progression per federal regulations and have a suspended Financial Aid status. For the 2015/2016 year, 179 appeals were submitted: 163 were approved and 16 were denied.
  5. Maximum Time Frame (MTF) Appeals: The Maximum Time Frame (MTF) appeal provides students who have exceeded the allowable timeframe the opportunity to be considered for additional financial aid. For the 2015/2016 year, 190 appeals were submitted; 174 approved and 16 were denied.
- c. External Community Members  
All external members of our community have the ability to file a complaint with an employee's supervisor. Upon receiving such a complaint, the supervisor will investigate the complaint, involving Human Resources as needed.

**President's Conclusion:**  
**I report compliance**

Presidential Monitoring Worksheet for Executive Limitations Policies  
 Policy 2.1 – Service to the Public  
 Compilation - November 2016

Executive Limitation 2.1	Service to the Public The President shall not cause or allow to exist any condition, that is <b>unsafe, compromises an individual’s privacy or limits accessibility,</b> nor fail to provide a grievance process.	
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with the Executive Limitations policy?	YES 4	NO
Based upon your review of the monitoring report, should this Executive Limitations policy be amended?	YES	NO 4
Comments/Remarks: McCarver: Policies are in place to address safety and privacy concerns.		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Patricia McCarver

**Start Time :** 3:11 PM

**Item No :** 25

**Proposed By :** Patricia McCarver

**Time Req :** 5

**Proposed :** 9/12/2016

**Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
2.4	The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.	344138

**Description :** Receipt of President's Monitoring Report - Executive Limitation 2.4 - Asset Protection - MONITORING, DISCUSSION AND/OR DECISION

**Details :** Executive Limitation 2.4 - Asset Protection

The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.

**MOTION OPTIONS:**

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.4, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy.

Therefore, I move that we accept the Monitoring Report for Policy 2.4.

2. If Board intends to not accept Monitoring Report:

If for unreasonable Interpretation:

We have read the President's Monitoring Report regarding Policy 2.4 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.4. I move that the President provide the Board with a new Monitoring Report for Policy 2.4 [at the X board meeting] [within X amount of months] that includes a new interpretation.

OR

If for Insufficient Evidence:

We have read the President's Monitoring Report regarding Policy 2.4 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.4 I move that the President provide the Board with a new Monitoring Report for Policy 2.4 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

**Attachments :**

Title	Created	Filename
Report 2.4.pdf	Oct 21, 2016	Report 2.4.pdf
2.4 Compilation.pdf	Oct 28, 2016	2.4 Compilation.pdf

**President's** Monitoring Report  
Executive Limitations 2.4 – Asset Protection  
November 2016

Executive Limitations 2.4 – Asset Protection

The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.

**President's Interpretation:**

As stewards of public funds, it is imperative that the college maintains and strengthens **the public's trust. One of the key avenues to do that is to ensure that our assets are** wisely invested, and sufficiently insured. These assets are not limited to structural facilities, but rather include such matters as intellectual property, copyrights and **trademarks, operating capital, and the college's reputation.** Examples of such safeguards include but are not limited to: 1) Adequate insurance against fire, theft, and casualty losses to the full extent of replacement value and against liability losses incurred by the college itself, its Board members, and its employees, consultants, and agents in an amount usually carried by comparable organizations. 2) Protecting intellectual property, information, and files from loss, significant damage, or willfully violating the individual rights of others. 3) Deposit and/or invest operating funds in only secured instruments or bonds through high-quality, low-risk mechanisms (approved by AZ statutes). 4) All college employees, through their actions, will respect the **College's public image and credibility by not acting in any way to hinder the progress of the Board's Ends or Strategic Initiatives.**

Supporting Data:

1. Insurance:

The District is a member of the Arizona School Risk Retention Trust, Inc., (the Trust). The Trust provides high quality, professionally managed, affordable property and casualty indemnity protection services to over 250 school districts and community colleges in the state. The District has various other supplemental insurance policies including cyber liability insurance to further minimize its financial risk.

Summary of Current Coverage:

General Liability including Governing Board and Professional Liability - \$10M/occurrence  
Excess Liability coverage - \$50M aggregate limit  
Property Insurance – Aggregate limit - \$144,821,000, replacement value/like kind.

2. Information Asset Protection:

The District has a multifaceted strategy in place to protect information from loss or potential misuse. The Information Technology Services (ITS) department is tasked with developing this strategy and the corresponding tasks associated. In addition, all employees are required to take yearly computer security awareness training.

The College has developed Policy 2.07 Intellectual Property Rights that defines and protects employee and College interests. The College follows FERPA requirements and supports employees with training on handling of confidential information.

Due to the nature of its business, the College must collect some personally identifiable information (PII) like Social Security Numbers. This information is collected to comply with state reporting requirements, federal mandated filings (e.g. 1098-T tuition statements), transcript requirements, federal financial aid requirements, and for employment purposes (e.g. W-2, medical benefits). In addition, this information helps the College eliminate duplicate records thus aiding in reporting accuracy. This information is safeguarded via access controls, security best practices, training (e.g. FERPA), data loss prevention technology, secure document storage (encryption), advanced threat detection technology, and other security controls.

Yavapai College Policy 2.28 Copyright Use states that the College will follow US Copyright Law, respect the fair use doctrine, and designate staff as liaisons. The copyright committee and the liaisons have created an educational program to assure that faculty and staff members have a working knowledge of copyright law and how it impacts the field of education. All materials copied by the College print shop are copyright checked.

[Policy 2.07 Intellectual Property Rights](#)  
[Policy 2.28 Copyright Use Policy](#)

#### Summary of Data Protection Practices:

- The College has a comprehensive disaster recovery plan for its information assets that is checked during the audit process. This plan is tested bi-annually.
- Critical systems are replicated to our secondary data center on the Verde Campus on a continuous basis. These systems and the data which resides on these systems can be quickly recovered in the event of a disaster.
- Important databases and files are backed up on a routine schedule. Back-up snapshots are taken frequently for quick recovery of data. Long-term storage of information is completed via a backup solution and stored on physical disk arrays at our Prescott campus and secondary data center site on the Verde Campus.
- Redundant disk arrays are utilized to reduce the risk of data loss associated with hardware failures.
- Server rooms are protected by uninterruptible power supply (UPS) systems. The primary and secondary data centers also have backup generators and redundant cooling. Generators are tested on a weekly basis.
- File-level, database, and physical security are managed by the ITS Department according to best practices. An access management system is utilized to request access to resources, audit access, and remove access when necessary. Physical access to server facilities is limited to critical staff via key cards and passwords.
- Multi-tiered virus/malware scanning and security vulnerability testing are employed to protect data. Vulnerability tests on critical systems are performed on a routine basis. Additionally, many network security devices and practices are in place to mitigate risks to College-owned data.
- The College utilizes Data Loss Prevention (DLP) software to mitigate potential data breaches.
- The ITS Department manages and maintains all district-wide software licensing agreements. All employees and students must adhere to the Technology Resource

Standards policy that prohibits individuals from installing and using unlicensed software on College computers. All employees and students must agree to abide by the terms of the policy. These acknowledgments are digitally recorded. In addition, access rights are limited on personal computers to reduce the risk of unauthorized software or malware installations.

- **The ITS Department has established an “IT Information Security and Privacy Incident Management Procedure” for assessing, responding to, and managing information security and privacy incidents.** In addition, the College has purchased additional cyber liability insurance should any of our systems be compromised. Furthermore, the College employs software that scans our environment for PII. That software allows the College to identify and remediate issues related to the storage of PII.
- Security equipment is in place that automatically blocks any connections from known cyber attackers and organized crime syndicates throughout the world. The College utilizes a multi-tiered approach using different technologies to detect and combat cyber-attacks.
- External network vulnerability scanning is performed on a weekly basis by the Department of Homeland Security to help identify potential weaknesses in our environment.
- A comprehensive IT audit is performed annually by the **State Auditor General’s Office**. That office stated that the District has been the most proactive in correcting any IT related findings.

3. Deposits and Investments:

**The District’s primary objective in investing available cash is the preservation of capital and the protection of investment principal while earning the best reasonable relative rate of return.**

**The District’s operating funds are invested in insured or collateralized interest bearing deposit accounts and the County Treasurer’s Investment pool.**

**The District’s deposits at** September 30, 2016, were as follows:

<u>Investment Type</u>	<u>Amount</u>
Wells Fargo operating account	\$3,234,000
Wells Fargo capital accumulation savings account	6,779,100
<b>County Treasurer’s investment pool</b>	<b>10,780,700</b>

4. Public Image:

The College maintains several policies and procedures that require employees to **respect the College’s image and credibility by not acting in any way to hinder the progress of the Board’s Ends or the College’s Strategic Initiatives:**

- [Policy 2.19: Code of Ethics](#)
- [Policy 2.20: Conflict of Interest](#)
- [Policy 2.25: Reporting Dishonest or Fraudulent Conduct](#)

- [Policy 2.26: Zero Tolerance for Threats or Disruptive Behavior](#)
- [Oath of Office required from all employees – as per Arizona Statue 38.231](#)

Each term, the President releases a Community Outreach letter with College updates and information. This letter is electronically distributed to strategic leaders and presented at city and town council meetings throughout the county. The Outreach letter invites civic/service groups to request presentations from the Executive Leadership Team.

In 2015, the College produced the second District Governing Board Annual Report **highlighting the College's positive contributions to Yavapai County**. The College continues to provide the community with information about the College's many positive accomplishments, academic programs, inspirational individual stories and athletic achievements via various channels including, but not limited to, social media, newspaper articles, radio, YouTube videos and paid advertising.

The District Governing Board 2015-2016 Ownership Linkage Plan also included five (5) Focus Forums conducted by College personnel. The forums included four ownership linkage questions, and provide open dialog resulting in positive ownership connection.

## 5. Physical Assets

The College practices the philosophy that well-maintained assets lead to the lowest Total Cost of Ownership. In **YC's** FY2015-16 financial statements, the College had \$136M of net depreciable assets (buildings and site improvements). Using standard depreciation assumptions of 40 years for buildings and 15 years for site improvements, the College should be reinvesting approximately \$3.7M per year in maintenance activities. In actuality, the College budgets \$3M for preventative maintenance and \$.4M for unplanned maintenance. In FY 2011-12, the College retained architectural firm GLHN to conduct a Facility Condition Assessment, and the College facilities were rated 95% as good as new. College Facilities staff maintain this measure through annual investments in preventative maintenance, which we believe will lower the long-term Total Costs of Ownership.

In regards to equipment, the College invests an average of \$1.6M per year to replace aging, often obsolete, and fully depreciated equipment. Using an assumption of a seven year average useful life for equipment, the College should be reinvesting approximately this same amount.

The College uses a combination of technology (card keys, cameras, alarms) and security personnel to further safeguard its physical assets.

## 6. Relation to Strategic Plan

**The College's 2015-2020 Strategic Plan – Fiscal Stewardship** initiative addresses Executive Limitation Policy 2.4. The aforementioned processes contribute to how the College models best practices in fiscal stewardship by safeguarding our tangible and non-tangible assets.

### **President's Conclusion:**

I report compliance



Presidential Monitoring Worksheet for Executive Limitations Policies  
Policy 2.4 – Asset Protection

Compilation - November 2016

Executive Limitation 2.4	Asset Protection The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.	
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 4	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES	NO 4
Comments:		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Patricia McCarver

**Start Time :** 3:16 PM

**Item No :** 26

**Proposed By :** Patricia McCarver

**Time Req :** 5

**Proposed :** 5/4/2016

**Item Type :** Monitoring Item

Policy No.	Description	Ref No
4.2	The President shall be the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, shall be considered the authority and accountability of the President.  Accordingly:	558885

**Description :** Board Evaluation of Policies - Board-President Linkage Policy 4.2 - Accountability of the President - MONITORING, DISCUSSION AND/OR DECISION

**Details :** Policy 4.2 - Accountability of the President - The President shall be the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, shall be considered the authority and accountability of the President.

**Attachments :**

Title	Created	Filename
4.2 Compilation.pdf	Oct 28, 2016	4.2 Compilation.pdf

District Governing Board Policy Review  
 Evaluation of Board-President Linkage Policies  
 Policy 4.2 Accountability of the President  
 Compilation - November 2016

4.2 Accountability of the President	The President shall be the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, shall be considered the authority and accountability of the President. Accordingly:	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO 1
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments:		
4.2.1 Delegation of Employment Contract Authority	Pursuant to A.R.S. 15-1444(A)(6) & (B)(4), the Board hereby delegates to the College President all of its authority to employ; specifically, it delegates all of its authority to enter into, amend, or terminate all employment contracts on behalf of the College, without the need for the Board to approve such actions before they are effective, except for any actions taken with regard to a contract of employment for the position of College President. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.	
Interpretation		
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments: McCasland: It should be amended to provide for Board approval on Executive positions.		
4.2.2 President Performance	The Board shall view the President's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board proscribed means shall be viewed as successful President performance.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments:		

4.2.3 Other Staff Performance	The Board shall not evaluate, either formally or informally, any staff other than the President.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments:		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Patricia McCarver

**Start Time :** 3:21 PM

**Item No :** 27

**Proposed By :** Patricia McCarver

**Time Req :** 5

**Proposed :** 5/4/2016

**Item Type :** Monitoring Item

Policy No.	Description	Ref No
4.3	The Board shall instruct the President through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.  Accordingly:	558949

**Description :** Board Self-Evaluation - Board-President Linkage Policy 4.3 - Delegation to President - MONITORING, DISCUSSION AND/OR DECISION

**Details :** Policy 4.3 - Delegation to the President

The Board shall instruct the President through written policies which prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretations of these policies.

**Attachments :**

Title	Created	Filename
4.3 Compilation.pdf	Oct 28, 2016	4.3 Compilation.pdf

District Governing Board Policy Review  
 Evaluation of Board-President Linkage Policies  
 Policy 4.3 Delegation to the President

Compilation - November 2016

4.3 Delegation to the President	The Board shall instruct the President through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies. Accordingly:	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments: McCasland: I recommend expansion of Ends		
4.3.1 Ends Policies	The Board shall develop policies instructing the President to achieve certain results for certain recipients at a specified cost. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Ends policies.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 3	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments: McCasland: The Ends are not specific enough. Insufficient information is supplied to assess		
4.3.2 Executive Limitations Policies	The Board shall develop policies which limit the latitude the President may exercise in choosing appropriate organizational means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and they shall be called Executive Limitations policies.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments: McCasland: What are these Executive Limitations policies?		

4.3.2.1 Scope Not Limited	Single limitations below the global level do not limit the scope of the foregoing level.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments:		
4.3.2.2 Sum of Limitations	The sum of limitations at any level may be interpreted to define the scope of any foregoing level, but only if justified by the President to the Board's satisfaction.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments:		
4.3.3 <b>President's Authority</b>	As long as the President shall use any reasonable interpretation of the Board's Ends and Executive Limitations policies, the President shall be authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments:		
4.3.4 Change in Policies	The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the Board shall respect and support the President's choices.	
Interpretation		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage Policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments: <b>Sigafoos: General comment: the x.x.x.x sub policies could be combined in the worksheet.</b>		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Patricia McCarver      **Start Time :** 3:26 PM      **Item No :** 28  
**Proposed By :** Patricia McCarver      **Time Req :** 0  
**Proposed :** 5/4/2016      **Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** OWNERSHIP LINKAGE (CONTINUED) - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver      **Start Time :** 3:26 PM      **Item No :** 29  
**Proposed By :** Patricia McCarver      **Time Req :** 5  
**Proposed :** 5/4/2016      **Item Type :** Information Item

Policy No.	Description	Ref No
3.5.5	All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committees. Board liaisons should provide advice and input to their assigned committees, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committees. The positions are:  1) Foundation Liaison 2) AADGB Representative 3) Board Spokesperson	560681

**Description :** Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB) and Yavapai College Foundation - INFORMATION, DISCUSSION, AND/OR DECISION

**Details :** - Arizona Association for District Governing Boards (AADGB) - Mr. Ray Sigafos  
- Yavapai College Foundation - Dr. Patricia McCarver

**Attachments :**

No Attachments



**Presenter :** Patricia McCarver

**Start Time :** 3:31 PM

**Item No :** 30

**Proposed By :** Albert Filardo

**Time Req :** 5

**Proposed :** 10/12/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Reports from Board Members - INFORMATION

**Details :** Board Member Filardo will announce his resignation decision.

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 3:36 PM

**Item No :** 31

**Proposed By :** Patricia McCarver

**Time Req :** 0

**Proposed :** 5/4/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** OTHER INFORMATION - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 3:36 PM

**Item No :** 32

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
3.2.1	And its Ownership Linkage shall be the link between the organization and its owners, who are residents of Yavapai County and those who are affected by Yavapai College.	560671

**Description :** Correspondence to the Board - RECEIPT

**Details :**

**Attachments :**

No Attachments

**Presenter :** Patricia McCarver

**Start Time :** 3:37 PM

**Item No :** 33

**Proposed By :** Patricia McCarver

**Time Req :** 10

**Proposed :** 10/4/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Planning of Spring 2017 District Governing Board Annual Workshop - DISCUSSION AND/OR DECISION

**Details :** Board members will discuss the planning of the Spring 2017 District Governing Board Annual Workshop.

- Date and Location
- Facilitator
- Proposed Topics:
  - Budget
  - Review of Executive Limitations and Governance Process Policies
  - Board Education - Underserved populations and outreach to outlying areas

**Attachments :**

Title	Created	Filename
Workshop 4 3.pdf	Oct 20, 2016	Workshop 4 3.pdf

# DGB Feedback on Budget Workstudy Agenda

- Budget Timeline
- Mission, Vision, Ends
- Service District: Yavapai County
  - Demographics
  - Economics
- Yavapai College
  - Demographics
  - Enrollments
  - Delivery Modes
  - Strategic Plan
  - KPI's
  - Financials

**Presenter :** Patricia McCarver

**Start Time :** 3:47 PM

**Item No :** 34

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Proposed Dates and Places of Future Meetings for Fiscal Year 2016 - 2017 - DISCUSSION AND/OR DECISION

**Details :** The Board will discuss the Proposed Dates and Places of Future Meetings for Fiscal Year 2016 - 2017.

**Attachments :**

Title	Created	Filename
FY16-17- Proposed Dates and Places of Future Meetings.pdf	Oct 24, 2016	FY16-17- Proposed Dates and Places of Future Meetings.pdf

## PROPOSED DATES AND PLACES OF FUTURE MEETINGS – FY 2016-2017

TYPE OF MEETING	DATE/DAY/TIME/LOCATION
<b>JULY 2016 – NO BOARD MEETING</b>	
Regular Board Meeting	August 9, 2016, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Board Retreat	September 12, 2016, 9:00 a.m. Location: Prescott Campus-Rock House
Regular Board Meeting	September 13, 2016, Tuesday, 1:00 p.m. Location: Verde Valley Campus - Bldg. M, Rm 137
Regular Board Meeting	October 11, 2016, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Regular Board Meeting*	November 1, 2016, Tuesday, 1:00 p.m. Location: Sedona Center - Rm 34
<b>DECEMBER 2016 – NO BOARD MEETING</b>	
Regular Board Meeting	January 10, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Annual Board Workshop	February 2017 – <b>TBD</b> Location: Prescott Campus – Rock House
Regular Board Meeting	February 14, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Regular Board Meeting*	March 7, 2017, Tuesday, 1:00 p.m. Location: Verde Valley Campus, Room M-137
Regular Board Meeting*	April 18, 2017, Tuesday, 1:00 p.m. Location: Prescott Valley Center Rm110/111
Regular Board Meeting	May 9, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus, Multi-Purpose Room 3-119
Regular Board Meeting	June 13, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House

\*March change due to Spring Break March 12-18, 2017

\*April change - request of Board Member

\*November changed due to scheduling conflict

Rev. 10/14/16

## DATES AND PLACES OF EVENTS – FY 2016-2017

TYPE OF EVENT	DATE/DAY/TIME/LOCATION
Tour of Buildings 29 and 31	August 9, 2016, Tuesday, 3:15 p.m. Location: Prescott Campus – Buildings 29 and 31
Association of Community College Trustees (ACCT) Governance Institute for Student Success (GISS)	September 9, 2016 Location: Tempe, AZ
Association of Community College Trustees (ACCT) Leadership Congress	October 5 – October 8, 2016 Location: New Orleans, LA
Nursing Pinning Ceremony	December 9, 2016, Friday – 3:00 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	December 15, 2016, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
Verde Valley Commencement	May 5, 2017, Friday, 6:00 p.m. Location: Verde Valley Campus
Nursing Pinning Ceremony	May 6, 2017, Saturday, 1:00 p.m. Location: Prescott Campus – Performing Arts Center
Prescott Commencement	May 6, 2017, Saturday, 6:00 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	May 25, 2017, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center

**Presenter :** Patricia McCarver

**Start Time :** 3:48 PM

**Item No :** 35

**Proposed By :** Patricia McCarver

**Time Req :** 1

**Proposed :** 5/4/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** ADJOURNMENT OF REGULAR MEETING - PROCEDURAL

**Details :**

**Attachments :**

No Attachments