

**Board Meeting  
Agenda Summary  
Tuesday, January 14, 2014  
1:00 PM**

Rock House, Prescott Campus  
1100 E. Sheldon Street  
Prescott , AZ 86301

*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    | 484785  |
| 2        | Call to Order - PROCEDURAL  | 1         | 1:00 PM    | 484786  |
| 3        | Pledge of Allegiance - PROCEDURAL   | 1         | 1:01 PM    | 484787  |
| 4        | Welcome Guests and Staff - PROCEDURAL   | 2         | 1:02 PM    | 484788  |
| 5        | Approval of December 10, 2013 Regular District Governing Board Minutes - DISCUSSION AND DECISION  | 3         | 1:04 PM    | 484789  |
| 6        | Adoption of Agenda - DECISION   | 1         | 1:07 PM    | 484790  |
| 7        | Open Call - PROCEDURAL  | 5         | 1:08 PM    | 484791  |
| 8        | CONSENT AGENDA - HEADING  | 0         | 1:13 PM    | 484795  |
| 9        | Receipt of Report on Revenues and Expenditures - December 2013 - RECEIPT, DISCUSSION AND/OR DECISION  | 1         | 1:13 PM    | 484798  |
| 10       | Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviations - December 2013 - RECEIPT, DISCUSSION AND/OR DECISION | 1         | 1:14 PM    | 484800  |

| Item No. | Item  | Time Req. | Start Time | Ref No. |
|----------|---|-----------|------------|---------|
| 11       | Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.2 - Reserves - December 2013 - RECEIPT, DISCUSSION AND/OR DECISION  | 1         | 1:15 PM    | 484801  |
| 12       | Board Self-Evaluation - Governance Policy 3.7 - Cost of Governance - MONITORING, DISCUSSION AND/OR DECISION   | 1         | 1:16 PM    | 484810  |
| 13       | Approval of Faculty Sabbatical Requests for 2014-2015 - RECEIPT, DISCUSSION, AND/OR DECISION  | 1         | 1:17 PM    | 493201  |
| 14       | INFORMATION - HEADING   | 0         | 1:18 PM    | 484802  |
| 15       | Receipt of the Comprehensive Annual Financial Report (CAFR), Single Audit Compliance Reports, and Annual Budgeted Expenditure Limitation Report for Fiscal Year Ended June 30, 2013 - INFORMATION AND/OR DISCUSSION                 | 15        | 1:18 PM    | 493422  |
| 16       | Information from the President RE: Taste of YC; Health Summit; Campus Master Plan Update; Yavapai College Trust Quarterly Report; College Highlights; Capital Improvement; and Other Related Issues - INFORMATION AND/OR DISCUSSION | 15        | 1:33 PM    | 484803  |
| 17       | Update from the Vice President for Instruction and Student Services to Include updates from the following areas: Student Services; Faculty Senate; and Other Related Issues - INFORMATION AND/OR DISCUSSION                         | 15        | 1:48 PM    | 484804  |
| 18       | POLICY ISSUES - HEADING   | 0         | 2:03 PM    | 484805  |
| 19       | Consideration of Preliminary Assumptions for 2014-2015 Budget Planning - DISCUSSION AND/OR DECISION   | 30        | 2:03 PM    | 484806  |
| 20       | MONITORING REPORTS - HEADING  | 0         | 2:33 PM    | 484807  |
| 21       | Receipt of President's Monitoring Report - Executive Limitations - 2.5 Communication and Support to the District Governing Board and 2.5.1 Compliance - MONITORING, DISCUSSION AND/OR DECISION                                      | 5         | 2:33 PM    | 484808  |
| 22       | Board Self-Evaluation - Governance Policy 3.1 - Governing Style - MONITORING, DISCUSSION AND/OR DECISION  | 5         | 2:38 PM    | 484809  |
| 23       | SHORT RECESS - PROCEDURAL   | 10        | 2:43 PM    | 485879  |
| 24       | BOARD EDUCATION / STRATEGIC THINKING AND PLANNING - HEADING   | 0         | 2:53 PM    | 485880  |
| 25       | Board Education regarding Open Meeting Law and Conflict of Interest Declaration - INFORMATION AND DISCUSSION  | 45        | 2:53 PM    | 485881  |
| 26       | OWNERSHIP LINKAGE - HEADING   | 0         | 3:38 PM    | 485882  |
| 27       | Election of Board Officers - Chair, Secretary, and Board member Liaison Committee Appointments for 2014 - DISCUSSION AND/OR DECISION  | 10        | 3:38 PM    | 492606  |
| 28       | Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB); Association for Community College Trustees (ACCT); and Yavapai College Foundation - INFORMATION AND/OR DISCUSSION                          | 5         | 3:48 PM    | 485883  |
| 29       | OTHER INFORMATION - HEADING   | 0         | 3:53 PM    | 485884  |

| Item No. | Item   | Time Req. | Start Time | Ref No. |
|----------|--|-----------|------------|---------|
| 30       | Correspondence to the Board - RECEIPT AND/OR DISCUSSION                            | 5         | 3:53 PM    | 485885  |
| 31       | Proposed Dates and Places of Future Meetings for 2014 - DISCUSSION AND/OR DECISION | 5         | 3:58 PM    | 492491  |
| 32       | ADJOURNMENT OF REGULAR MEETING - PROCEDURAL  | 0         | 4:03 PM    | 492492  |



**Presenter :** Ray Sigafoos

**Start Time :** 1:01 PM

**Item No :** 3

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 11/19/2013

**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. | 26041  |

**Description :** Pledge of Allegiance - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:02 PM

**Item No :** 4

**Proposed By :** Ray Sigafoos

**Time Req :** 2

**Proposed :** 11/19/2013

**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. | 26041  |

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

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:04 PM

**Item No :** 5

**Proposed By :** Ray Sigafoos

**Time Req :** 3

**Proposed :** 11/19/2013

**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. | 429149 |

**Description :** Approval of December 10, 2013 Regular District Governing Board Minutes - DISCUSSION AND DECISION

**Details :** To affirm discussion and record of actions, motions made and approved by the District Governing Board at the December 10, 2013 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 - 12-10-13.pdf | Dec 18, 2013 | Unapproved Regular Meeting Minutes - 12-10-13.pdf |

## Yavapai College District Governing Board

### Regular Board Meeting Unapproved Minutes of Regular Meeting

Tuesday, December 10, 2013

1:00 PM

Prescott Valley Campus, Room 110 and 111  
6955 Panther Path  
Prescott Valley, Arizona 86314

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 Website will post meeting recordings approximately 12 days after each Board meeting at <http://www.yc.edu/v4content/governing-board/>.

#### **Members Present:**

Mr. Ray Sigafoos, Chair

Dr. Patricia McCarver, Chair/Secretary

Mr. Herald Harrington, Board Spokesperson

Dr. Dale Fitzner, Board Member

Mr. Robert Oliphant, Board Member

Staff and Guests Attending Meeting Lists are on file in the District Office.

#### **1. CALL TO ORDER - HEADING**

##### **2. Call to Order – PROCEDURAL**

Chair Sigafoos 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 Mr. Harrington

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

Chair Sigafoos welcomed all guests and staff. Dr. Fitzner welcomed members of the Town of Prescott Valley Council - Vice Mayor Lora Lee Nye, Mayor Harvey Skoog, and Town Manager Larry Tarkowski.

##### **5. Approval of District Governing Board November 12, 2013 Regular Meeting Minutes - DISCUSSION AND/OR DECISION**

**Mr. Harrington moved, seconded by Dr. Fitzner, to approve the November 12, 2013 Regular Meeting Minutes. Motion carried unanimously.**

##### **6. Adoption of Agenda – DECISION**

**Dr. McCarver moved, seconded by Mr. Harrington, to adopt the agenda as written. Motion carried unanimously.**

##### **7. Open Call - PROCEDURAL**

No requested were received.

#### **8. CONSENT AGENDA – HEADING**

##### **9. Receipt of Report on Revenues and Expenditures – Month of November 2013 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board packet, pgs. 11-20)

##### **10. Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation - November 2013 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board packet, pgs. 21-23)

##### **11. Receipt of President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves – October 2013 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board packet, pgs. 24-26)

##### **12. Board Evaluation of Governance Policy 3.2 – Board Job Description - MONITORING, DISCUSSION, AND/OR DECISION** (refer to Board packet pgs. 27-29)

All Board members voted "In Compliance" with no Comments.

**Mr. Harrington moved, seconded by Dr. McCarver, to adopt the consent agenda as written. Motion carried unanimously.**

#### **13. INFO - HEADING**

##### **14. Information from the President RE: National Junior College Athletic Association Men's Soccer Tournament; Update of the Arizona Community College Coordinating Council; Capital Improvement; College Highlights; and Other Related Issues – INFORMATION AND/OR DISCUSSION** (refer to Board packet, pgs. 30-43)

Dr. Penny Wills reported on the following topics:

- National Junior College Athletic Association (NJCAA) Men's Soccer Tournament held in Tyler, Texas and Yavapai College placed 3<sup>rd</sup> in the tournament. Coach Pantalione was introduced and addressed the Board as the winningest Soccer Coach in the history of NJCAA.
- The Arizona Community College Coordinating Council is undergoing several changes as the Executive Director resigned and the Council will be looking for legislative lobbyist leadership and possible new organization model.
- Capital Improvements - November 2013 - Attached, Information Only
- College Highlights - November 2013 - Attached, Information Only

**15. Update from Instruction and Student Services to Include: Report from Faculty Senate and Other Related Issues - INFORMATION AND/OR DISCUSSION** (refer to Board packet, pgs. 44-50)

Instruction and Student Services Division presented the following:

- Faculty Senate Update - Joani Fisher, President for Faculty Senate, Vikki Bentz, President Elect, and Mike Davis, Director of Administration of Justice Studies.

**16. POLICY – HEADING**

**17. Approval of Intergovernmental Agreement between Yavapai College and Mayer Unified School District No. 43 with the Purpose of Purchasing, Installing, and Maintaining a One-Sided Electronic LED Sign in Mayer – RECEIPT, DISCUSSION, AND/OR DECISION** (refer to packet pg. 52-73)

Approval of the attached Intergovernmental Agreement (IGA) will enable:

- Yavapai College to purchase, install and maintain a one-sided electronic LED sign in Mayer for the purpose of advertising programs offered by both Yavapai College and Mayer Unified School District.
- Mayer School District has entered into a lease agreement with a Mayer landowner for placement of the electronic LED sign near Highway 69. The lease expires February 13, 2018 and is renewable for additional periods.

**Mr. Harrington moved, seconded by Dr. Fitzner, to approve the Intergovernmental Agreement between Yavapai College and Mayer Unified School District No. 43 as written. Motion carried unanimously.**

**18. 10 Year Campus Master Plan – INFORMATION, DISCUSSION AND/OR DECISION** (refer to handout Campus Master Plan – Part 2)

Dr. Clint Ewell, Vice President for Finance and Administrative Services presented the 10 Year Campus Master Plan – Part 2 which included the cost analysis and funding proposals.

Discussion included:

- Approving this plan is not approving budget monies, as annual budget will be presented separately on an annual project basis.
- This plan is a direction for the College and reiterate the plan will be flexible with adjustments to the climate and economy.

**The Board requested that administration review the 2000 Master Plan for success and challenges.**

**Dr. McCarver moved, seconded Dr. Fitzner, to approve the concept of the 2014-2023 Campus Master Plan. Motion carried with four yes votes and one no vote from Mr. Oliphant.**

**19. SHORT RECESS – PROCEDURAL**

**Dr. McCarver moved, seconded by Dr. Fitzner, to move the Short Recess after agenda item # 18. Motion carried with four yes votes and one no vote from Mr. Harrington.**

Meeting recessed at 2:16 p.m.; reconvened at 2:28 p.m.

**20. OWNERSHIP LINKAGE – HEADING**

**21. Identify Board Officer and Liaison Roles – DISCUSSION**

According to the District Governing Board annual Calendar for December, the Board requested the Board Officer and Liaison Roles be discussed. District Governing Board Policy 3.5 covers the broad scope of responsibility each role entails.

As required by A.R.S. §15-1443(B), the Board will elect a Chair and Secretary every January. In 2013 Mr. Ray Sigafoos was elected Chair and Dr. Pat McCarver elected Secretary. The expectation is to serve a two-year term; however, the Board may decide otherwise and elect a new Chair and Secretary every January.

The Board Chair will appoint Board Liaisons for one-year terms at the January or February meeting. Current liaisons are:

- Foundation Liaison - Dr. Pat McCarver
- AADGB Representative - Dr. Dale Fitzner
- Board Spokesperson - Mr. Herald Harrington

The Board had no requests for changes.

**22. Proposed Ownership Linkage Survey Plan – INFORMATION, DISCUSSION AND/OR DECISION** (refer to Board packet, pgs. 78-81)  
Dr. Clint Ewell and Mike Lange presented a proposed Ownership Linkage Survey that would be implemented in house, and would anticipate the survey should generate 450 responses to be an effective 10% response rate. **The Board would requested that an external vendor review the survey and identify responses from East or West side of the county.**

**Mr. Harrington moved, Dr. Fitzner seconded, to move forward with option A with an external review, identifying location of responses, and additional refining of the questions. Motion carried unanimously**

**23. Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB), Association of Community Colleges Trustees (ACCT), and Yavapai College Foundation - INFORMATION**

- Arizona Association for District Governing Boards (AADGB) - Dr. Fitzner reported the AADGB will include some additional representatives from La Paz and Santa Cruz Counties. The next meeting will convene in February 2014.
- Association of Community Colleges Trustees (ACCT) - Dr. Fitzner reported the next event will be in Washington D.C. during February 2014.
- Yavapai College Foundation - Dr. McCarver reported the November 13, 2014 Foundation meeting was held at the Verde Valley Campus with Casey Rooney, Mayor of Cottonwood, as the guest speaker. Mr. Rooney addressed the new Business Assistance Center, economic development, and the City of Cottonwood's support of the Yavapai College's Campus Master Plan. Joy Inman reported on the Art Wine & Dine, Friends of Wine, and the Great Verde Valley Chapter Retreat. The next Foundation meeting will be December 11, 2013.

**24. OTHER INFORMATION – HEADING**

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

Board Correspondence included: Board Member Travel Log for 2013-2014, and ACCT Finance Aid Brochure.

**26. Proposed Dates and Places of Future Meetings for the remainder of 2013 and for upcoming 2014 - DISCUSSION AND/OR DECISION** (refer to Board packet, pgs. 83-85).

Board Members reviewed meeting dates, times, and locations for the District Governing Board calendar - attached.

2013 Calendar invites Board Members to:

- Holiday Social immediately following this Board meeting
- Nursing Pinning Ceremony on Friday, December 13, 2013 at 3:00 p.m. in the Performing Arts Center.

2014 Calendar reviews District Governing Board meeting dates and locations.

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

**Mr. Harrington moved, seconded by Dr. McCarver that the meeting be adjourned. Motion passed unanimously.**

Regular meeting adjourned at 3:45 p.m.

Respectfully submitted:

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

Date: January 14, 2014

\_\_\_\_\_  
/S/  
Mr. Ray Sigafos, Chair

\_\_\_\_\_  
/S/  
Dr. Patricia McCarver, Secretary

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



**Presenter :** Ray Sigafoos

**Start Time :** 1:13 PM

**Item No :** 8

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 11/19/2013

**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. | 26041  |

**Description :** CONSENT AGENDA - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:13 PM

**Item No :** 9

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 11/19/2013

**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 speed up the processing of Board decisions which the Chair believes the Board may not need further deliberation.</p> | 429146 |

**Description :** Receipt of Report on Revenues and Expenditures - December 2013 - 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 indicators.

The report of Revenues and Expenditures for the sixth month of FY 2013-2014 ending December 31, 2013 is attached. Expenditures are reported on the modified accrual basis of accounting.

**Attachments :**

| Title  | Created      | Filename   |
|--|--------------|--|
| Financial Update - Dec in Jan.pdf                  | Jan 09, 2014 | Financial Update - Dec in Jan.pdf                  |
| YCFS Dec 2013 - Governing Board Budget Report.pdf  | Jan 09, 2014 | YCFS Dec 2013 - Governing Board Budget Report.pdf  |
| Revenues_&_Expenditures_Cover_Sheet_Dec in Jan.pdf | Jan 09, 2014 | Revenues_&_Expenditures_Cover_Sheet_Dec in Jan.pdf |
| YCFS Dec 2013_Summary.pdf                          | Jan 09, 2014 | YCFS Dec 2013_Summary.pdf                          |

## **YAVAPAI COLLEGE**

### **FINANCIAL UPDATE**

December 2013

#### **FY2012-2013 Close and Audit**

- The year-end close for FY2012-2013 was completed in October 2013.
- The auditors began their field work on October 21, 2013. The audit report (Comprehensive Annual Financial Report) was issued in mid-December 2013 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 FY2012-2013 will be presented to the Board at the January 2014 meeting.

#### **FY 2012-2013 Budget**

##### General Fund

- Total property taxes collected have historically been approximately .5% less than the levy. We expect this trend to continue.
- Tuition and fees is projected to come in at budget for the fiscal year.
- Expenditures are expected to be below budget primarily due to unspent contingency budgets, a “healthcare premium” holiday that will occur in January, and from vacancy savings.

##### Auxiliary Fund

- Auxiliary Enterprises, which are those areas meant to be self-sufficient, are mostly projected to be on budget for the fiscal year. Projections will be updated during the second half of the fiscal year once additional actual revenues and expenditures are incurred.

##### Unexpended Plant Fund

- The Unexpended Plant Fund currently has a deficit due to a significant amount of Capital Improvement Projects (CIP) being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

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

**For the Six Months Ended December 31, 2013  
Fiscal Year 2013-2014**

**District Governing Board**

**Fiscal Year 2013-14 Appropriation:**

**\$ 179,447**

|   | <b><u>Purpose</u></b> | <b><u>Year-to-Date<br/>Expenditures</u></b> | <b><u>Encumbered<br/>Obligations</u></b> | <b><u>Total<br/>Expenditures/<br/>Encumbrances</u></b> |
|---|-----------------------|---|--|--|
| <b>EXPENDITURES (note 1):</b>               |                       |   |  |  |
| Salary Expenses                             | Staff Support         | \$ 17,646                                   | \$ 8,890                                 | \$ 26,536  |
| Assoc. of Community College Trustees        | Membership Dues       | 5,399                                       | -  | 5,399  |
| Assoc. of Community College Trustees        | Conference Fees       | 1,620                                       | -  | 1,620  |
| Dale Fitzner                                | Travel                | 3,262                                       | -  | 3,262  |
| Karen Jones                                 | Travel                | 45  | -  | 45   |
| Osborn Maledon PA                           | Attorneys             | 10,696                                      | 49,304                                   | 60,000   |
| Ourboardroom Technologies                   | Software maintenance  | 9,250                                       | 9,250                                    | 18,500   |
| Penelope Wills                              | Travel                | 1,880                                       | -  | 1,880  |
| Ray Sigafos                                 | Travel                | 84  | -  | 84   |
| Roswell Bookbinding                         | Board Minutes         | 215   | 1,285                                    | 1,500  |
| Sodexo Inc.                                 | Food Supplies         | 642   | 4,358                                    | 5,000  |
| Supplies/Other                              | Various Vendors       | 148   | -  | 148  |
| Thee Place                                  | Food Supplies         | 885   | 1,115                                    | 2,000  |
| Yavapai Broadcasting                        | Board Meetings        | 1,000                                       | 2,000                                    | 3,000  |
| YC Printing Services                        | Printing              | 1,246                                       | -  | 1,246  |
|   |                       |   |  | <u>130,220</u>   |
| <b>Remaining Budget - December 31, 2013</b> |                       |   |  | <b><u><u>\$ 49,227</u></u></b>                         |

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

DATE January 14, 2014

**SUBJECT**

Acceptance of Report of Revenues and Expenditures

**REASON FOR CONSIDERATION BY THE BOARD**

The District Governing Board reviews the College financial report.

**BACKGROUND INFORMATION**

Included is the Financial Update Report, highlighting the status of several key financial indicators.

The report of Revenues and Expenditures for the six months of FY2013-2014 ending December 31, 2013, is attached. Expenditures are reported on the accrual basis of accounting.

The General Fund gross revenues exceed projections at 60.2% of budget. Tuition and fees revenues are 88.3% of budget reflecting spring 2014 semester enrollments. State aid for the second quarter of the fiscal year was received in October 2013. General Fund expenditures represent 49.2% of the budget through six months. Institutional Support is over budget due to annual payments for liability insurance, maintenance agreements and other fees. Currently, General Fund revenues exceed expenditures/encumbrances by \$4,568,000.

Total General Fund revenues are expected to be below budget by about \$125,000. This is mainly due to property tax collections being less than the levy. Property taxes collected have historically been about .5% less than the levy. We expect this trend to continue. General Fund expenditures are projected to be under budget by approximately \$950,000. This is a result of several factors including vacancy savings, unspent contingency funds, a "healthcare premium" holiday which will occur January 2014, and the continuous efforts by departments to incorporate cost management practices in decision making.

The Auxiliary Fund accounts for enterprise activities and other college-related support activities. The presentation is separated into two sections consistent with the annual adopted budget. The first area presented is for those enterprise activities which are meant to be self-sufficient. Currently, those activities are in a deficit position as budgeted. The second presentation is for those areas supported by General fund tuition and fees. Currently, those activities are in a surplus position.

Unexpended Plant Fund revenues and expenditures are above projections primarily due to the encumbering of the expenses related to the winery building construction on the Verde campus and the remaining expenses related to the residence hall renovations. Unexpended Plant Fund expenditures represented 70.6% of budget through six months and exceed the Unexpended Plant Fund revenues by \$1,154,000. The remaining revenues to cover these commitments will be received over the remaining fiscal year.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2013 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2013-2014**

**SUMMARY - ALL FUNDS**

|                               | <u>Year-to-Date<br/>Revenues</u> |                                      |                                   |                               | <u>Year-to-Date<br/>Revenues</u>                                 | <u>Budget</u>            | <u>Percent of<br/>Budget</u>   |
|-------------------------------|----------------------------------|--------------------------------------|-----------------------------------|-------------------------------|--|--------------------------|--|
| <b>REVENUES:</b>              |                                  |                                      |                                   |                               |  |                          |  |
| General Fund                  | \$ 24,908,974                    |                                      |                                   |                               | \$ 24,908,974  | \$ 41,373,000            | 60.2%  |
| Restricted Fund               | 6,641,253                        |                                      |                                   |                               | 6,641,253  | 14,586,000               | 45.5%  |
| Auxiliary Fund                | 2,084,780                        |                                      |                                   |                               | 2,084,780  | 3,725,700                | 56.0%  |
| Unexpended Plant Fund         | 11,860,051                       |                                      |                                   |                               | 11,860,051   | 18,442,600               | 64.3%  |
| Debt Service Fund             | 3,447,000                        |                                      |                                   |                               | 3,447,000  | 6,928,000                | 49.8%  |
| <b>TOTALS</b>                 | <b><u>48,942,058</u></b>         |                                      |                                   |                               | <b><u>48,942,058</u></b>   | <b><u>85,055,300</u></b> | <b><u>57.5%</u></b>  |
|                               |                                  |                                      |                                   |                               |  |                          |  |
|                               |                                  | <u>Year-to-Date<br/>Expenditures</u> | <u>Encumbered<br/>Obligations</u> | <u>Labor<br/>Encumbrances</u> | <u>Total<br/>Expenditures<br/>and Non-Labor<br/>Encumbrances</u> | <u>Budget</u>            | <u>Percent of<br/>Actual and Non-<br/>Labor<br/>Encumbrances<br/>to Budget</u> |
| <b>EXPENDITURES (note 1):</b> |                                  |                                      |                                   |                               |  |                          |  |
| General Fund                  |                                  | \$ 19,041,491                        | \$ 11,120,917                     | \$ 9,821,007                  | \$ 20,341,401  | \$ 41,373,000            | 49.2%  |
| Restricted Fund               |                                  | 6,641,253                            | 817,247                           | 660,587                       | 6,797,913  | 14,586,000               | 46.6%  |
| Auxiliary Fund                |                                  | 1,652,459                            | 657,293                           | 503,388                       | 1,806,364  | 3,725,700                | 48.5%  |
| Unexpended Plant Fund         |                                  | 5,579,580                            | 7,434,305                         | -                             | 13,013,885   | 18,442,600               | 70.6%  |
| Debt Service Fund             |                                  | 331,553                              | 3,115,447                         | -                             | 3,447,000  | 6,928,000                | 49.8%  |
| <b>TOTALS</b>                 |                                  | <b><u>33,246,336</u></b>             | <b><u>23,145,209</u></b>          | <b><u>10,984,982</u></b>      | <b><u>45,406,563</u></b>   | <b><u>85,055,300</u></b> | <b><u>53.4%</u></b>  |
| <b>SURPLUS/(DEFICIT)</b>      |                                  |                                      |                                   |                               | <b><u>3,535,495</u></b>  | <b><u>-</u></b>          |  |

**COMMENTS:**

Through the sixth month, 53.4% of budget has been committed (excluding labor encumbrances) compared to 57.5% of revenues received.

The Budget currently has a surplus of \$3,535,495.

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



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2013 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2013-2014**

**RESTRICTED FUND**

|                                     | <u>Year-to-Date<br/>Revenues</u> |  |  |  | <u>Total<br/>Revenues</u> | <u>Budget</u>     | <u>Percent of<br/>Budget</u> |
|-------------------------------------|----------------------------------|--|--|--|---------------------------|-------------------|------------------------------|
| <b>REVENUES:</b>                    |                                  |  |  |  |                           |                   |                              |
| Federal Grants and Contracts        | \$ 5,869,722                     |  |  |  | \$ 5,869,722              | \$ 13,456,000     | 43.6%                        |
| State Grants and Contracts          | 47,504                           |  |  |  | 47,504                    | 180,000           | 26.4%                        |
| Private Gifts, Grants and Contracts | 226,173                          |  |  |  | 226,173                   | 350,000           | 64.6%                        |
| Proposition 301 Funds               | 350,458                          |  |  |  | 350,458                   | 550,000           | 63.7%                        |
| Fund Balance Applied to Budget      | 50,000                           |  |  |  | 50,000                    | 50,000            | 100.0%                       |
| Reimbursement Due                   | 97,396                           |  |  |  | 97,396                    | N/A               | N/A                          |
| <b>TOTAL REVENUES</b>               | <b>6,641,253</b>                 |  |  |  | <b>6,641,253</b>          | <b>14,586,000</b> | <b>45.5%</b>                 |

|                               | <u>Year-to-Date<br/>Expenditures</u> | <u>Total<br/>Encumbered<br/>Obligations</u> | <u>Labor<br/>Encumbrances</u> | <u>Total<br/>Expenditures and<br/>Non-Labor<br/>Encumbrances</u> | <u>Budget</u>     | <u>Percent of<br/>Actual and Non-<br/>Labor<br/>Encumbrances<br/>to Budget</u> |
|-------------------------------|--------------------------------------|---|-------------------------------|--|-------------------|--|
| <b>EXPENDITURES (note 1):</b> |                                      |   |                               |  |                   |  |
| Instruction                   | \$ 900,159                           | \$ 511,932                                  | \$ 364,046                    | \$ 1,048,045   | \$ 2,612,000      | 40.1%  |
| Student Services              | 485,384                              | 279,836                                     | 271,062                       | 494,158  | 1,100,000         | 44.9%  |
| Scholarships                  | 5,216,079                            | -   | -                             | 5,216,079  | 10,753,000        | 48.5%  |
| Public Service                | 39,631                               | 25,479                                      | 25,479                        | 39,631   | 121,000           | 32.8%  |
| <b>TOTAL EXPENDITURES</b>     | <b>6,641,253</b>                     | <b>817,247</b>                              | <b>660,587</b>                | <b>6,797,913</b>   | <b>14,586,000</b> | <b>46.6%</b>   |
| <b>SURPLUS/(DEFICIT)</b>      |                                      |   |                               | <b>\$ (156,660)</b>  |                   |  |

**COMMENTS:**

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

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Six Months Ended December 31, 2013 - 50.0% of the Fiscal Year Complete

Fiscal Year 2013-2014

AUXILIARY FUND

AREAS THAT ARE MEANT TO BE SELF-SUFFICIENT

|                              | Expenditures (note 1) |                        |                           |                       |  | Year-to-date<br>Profit/(Loss) | Budgeted<br>Profit /<br>(Loss) | FY 13/14<br>Estimate | Budget to<br>Estimate<br>Variance |
|------------------------------|-----------------------|------------------------|---------------------------|-----------------------|--|-------------------------------|--------------------------------|----------------------|-----------------------------------|
|                              | Revenues              | Actual<br>Expenditures | Encumbered<br>Obligations | Labor<br>Encumbrances | Total<br>Expenditures<br>and Non-Labor<br>Encumbrances |                               |                                |                      |                                   |
| <b>AUXILIARY ENTERPRISES</b> |                       |                        |                           |                       |  |                               |                                |                      |                                   |
| Residence Halls              | \$ 784,389            | \$ 447,988             | \$ 121,032                | \$ 49,485             | \$ 519,535   | \$ 264,854                    | \$ -                           | \$ -                 | \$ -                              |
| Food Service                 | 16,991                | 30,698                 | -                         | -                     | 30,698   | (13,707)                      | (79,400)                       | (79,400)             | -                                 |
| Vending                      | 23,659                | -                      | -                         | -                     | -  | 23,659                        | 30,000                         | 33,000               | 3,000                             |
| Bookstore                    | 105,354               | 12,150                 | -                         | -                     | 12,150   | 93,204                        | 185,700                        | 188,500              | 2,800                             |
| Performing Arts Center       | 168,394               | 530,768                | 187,748                   | 145,553               | 572,963  | (404,569)                     | (449,700)                      | (465,000)            | (15,300)                          |
| Edventures                   | 140,892               | 108,864                | 19,735                    | 19,735                | 108,864  | 32,028                        | (21,000)                       | (21,000)             | -                                 |
| Family Enrichment Center     | 245,903               | 320,417                | 181,450                   | 151,180               | 350,687  | (104,784)                     | (194,300)                      | (194,300)            | -                                 |
| <b>TOTAL ENTERPRISES</b>     | <b>1,485,582</b>      | <b>1,450,885</b>       | <b>509,965</b>            | <b>365,953</b>        | <b>1,594,897</b>                                       | <b>(109,315)</b>              | <b>(528,700)</b>               | <b>(538,200)</b>     | <b>(9,500)</b>                    |

AREAS SUPPORTED BY GENERAL TUITION AND FEES

|                                | Year-to-Date<br>Revenues | Total<br>Revenues | Budget           | Percent of<br>Budget | FY 13/14<br>Estimate | Budget to<br>Estimate<br>Variance |
|--------------------------------|--------------------------|-------------------|------------------|----------------------|----------------------|-----------------------------------|
| <b>REVENUES:</b>               |                          |                   |                  |                      |                      |                                   |
| Other Revenues                 | \$ 180,795               | \$ 180,795        | \$ 195,200       | 92.6%                | \$ 195,200           | \$ -                              |
| Private Gifts                  | 119,653                  | 119,653           | 308,000          | 38.8%                | 308,000              | -                                 |
| Fund Balance Applied to Budget | 50,000                   | 50,000            | 100,000          | 50.0%                | 100,000              | -                                 |
| General Fund Transfer In       | 328,750                  | 328,750           | 657,500          | 50.0%                | 657,500              | -                                 |
| Auxiliary Fund Transfer Out    | (80,000)                 | (80,000)          | (160,000)        | 50.0%                | (160,000)            | -                                 |
| <b>TOTAL REVENUES</b>          | <b>599,198</b>           | <b>599,198</b>    | <b>1,100,700</b> | <b>54.4%</b>         | <b>1,100,700</b>     | <b>-</b>                          |

|                                     | Actual<br>Expenditures | Encumbered<br>Obligations | Labor<br>Encumbrances | Total<br>Expenditures<br>and Non-Labor<br>Encumbrances | Budget           | Percent of<br>Actual and Non-<br>Labor<br>Encumbrances<br>to Budget | FY 13/14<br>Estimate | Budget to<br>Estimate<br>Variance |
|-------------------------------------|------------------------|---------------------------|-----------------------|--|------------------|---|----------------------|-----------------------------------|
| <b>EXPENDITURES (note 1):</b>       |                        |                           |                       |  |                  |   |                      |                                   |
| Auxiliary Enterprises               | \$ 157,656             | \$ 107,164                | \$ 106,164            | \$ 158,656   | \$ 388,000       | 40.9%   | \$ 380,000           | \$ (8,000)                        |
| Public Service                      | 43,918                 | 40,164                    | 31,271                | 52,811   | 84,000           | 62.9%   | 84,000               | -                                 |
| Contingency                         | -                      | -                         | -                     | -  | 100,000          | 0.0%  | -                    | (100,000)                         |
| <b>TOTAL EXPENDITURES</b>           | <b>201,574</b>         | <b>147,328</b>            | <b>137,435</b>        | <b>211,467</b>   | <b>572,000</b>   | <b>37.0%</b>  | <b>464,000</b>       | <b>(108,000)</b>                  |
| <b>SURPLUS/(DEFICIT)</b>            |                        |                           |                       | <b>387,731</b>   | <b>528,700</b>   |   |                      |                                   |
| <b>ENTERPRISE SURPLUS/(DEFICIT)</b> |                        |                           |                       | <b>(109,315)</b>                                       | <b>(528,700)</b> |   |                      |                                   |
| <b>TOTAL AUXILIARY FUND</b>         |                        |                           |                       | <b>278,416</b>   | <b>-</b>         |   |                      |                                   |

Comments:

Residence Halls net profit above budget due to spring 2014 room revenue.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2013 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2013-2014**

**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               | \$ 4,761,433                 |                                  |                               |                           | \$ 4,761,433   | \$ 9,591,300      | 49.6%   |
| State Appropriations                 | 124,300                      |                                  |                               |                           | 124,300  | -                 | 100.0%  |
| Yavapai College Foundation Donation  | -                            |                                  |                               |                           | -  | 875,000           | 0.0%  |
| Investment Income                    | 6,968                        |                                  |                               |                           | 6,968  | 10,000            | 69.7%   |
| Revenue Bond Proceeds                | 4,300,000                    |                                  |                               |                           | 4,300,000  | 4,300,000         | 100.0%  |
| Fund Balance Applied to Budget       | 1,668,400                    |                                  |                               |                           | 1,668,400  | 1,668,400         | 100.0%  |
| General Fund Transfer In             | 998,950                      |                                  |                               |                           | 998,950  | 1,997,900         | 50.0%   |
| <b>TOTAL REVENUES</b>                | <b>11,860,051</b>            |                                  |                               |                           | <b>11,860,051</b>                                    | <b>18,442,600</b> | <b>64.3%</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             |                              | \$ 888,722                       | \$ 121,974                    | \$ -                      | \$ 1,010,696   | \$ 4,246,000      | 23.8%   |
| Unplanned Maintenance                |                              | 283,852                          | 140,276                       | -                         | 424,128  | 500,000           | 84.8%   |
| Capital Improvement Projects         |                              | 3,534,836                        | 6,639,091                     | -                         | 10,173,927   | 10,045,000        | 101.3%  |
| Equipment                            |                              | 746,507                          | 321,577                       | -                         | 1,068,084  | 2,473,000         | 43.2%   |
| Furniture and Fixtures               |                              | 56,405                           | 98,084                        | -                         | 154,489  | 250,000           | 6.2%  |
| Library Books                        |                              | 24,521                           | 68,462                        | -                         | 92,983   | 98,700            | 37.2%   |
| Principal/Interest on Capital Leases |                              | 44,737                           | 44,841                        | -                         | 89,578   | 82,600            | 108.4%  |
| Operating Contingency                |                              | -                                | -                             | -                         | -  | 500,000           | 0.0%  |
| Property Tax Contingency             |                              | -                                | -                             | -                         | -  | 247,300           | 0.0%  |
| <b>TOTAL EXPENDITURES</b>            |                              | <b>5,579,580</b>                 | <b>7,434,305</b>              | <b>-</b>                  | <b>13,013,885</b>                                    | <b>18,442,600</b> | <b>70.6%</b>  |
| <b>SURPLUS/(DEFICIT)</b>             |                              |                                  |                               |                           | <b>(1,153,834)</b>                                   | <b>-</b>          |   |

**COMMENTS:**

Through the sixth month, 70.6% of budget has been committed (excluding labor encumbrances) compared to 64.3% of revenues received.

Second quarter State Aid was received in October 2013. The State restored the capital outlay appropriation beginning this fiscal year, the last appropriation was received in FY 2007-08.

The Budget currently has a deficit of \$1,153,834 as a result of several significant projects being encumbered for the fiscal year. The supporting revenues/transfers will be received over the remaining fiscal year.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2013 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2013-2014**

**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       | \$ 2,520,621                 |  |  |  | \$ 2,520,621          | \$ 5,077,500     | 49.6%                    |
| Investment Income              | 4,663                        |  |  |  | 4,663                 | 7,500            | 62.2%                    |
| General Fund Transfer In       | 841,500                      |  |  |  | 841,500               | 1,683,000        | 50.0%                    |
| Auxiliary Fund Transfer In     | 80,000                       |  |  |  | 80,000                | 160,000          | 50.0%                    |
| Fund Balance Applied to Budget | 216                          |  |  |  | 216                   | -                | 100.0%                   |
| <b>TOTAL REVENUES</b>          | <b>3,447,000</b>             |  |  |  | <b>3,447,000</b>      | <b>6,928,000</b> | <b>49.8%</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            | \$ -                             | \$ 1,970,000                  | \$ -                      | \$ 1,970,000   | \$ 3,940,000     | 50.0%   |
| Interest Payments             | -                                | 555,500                       | -                         | 555,500  | 1,111,000        | 50.0%   |
| Pledged Revenue Obligations   |                                  |                               |                           |  |                  |   |
| Principal Payments            | -                                | 457,500                       | -                         | 457,500  | 915,000          | 50.0%   |
| Interest Payments             | 264,178                          | (178)                         | -                         | 264,000  | 528,000          | 50.0%   |
| Revenue Bonds                 |                                  |                               |                           |  |                  |   |
| Principal Payments            | -                                | 140,000                       | -                         | 140,000  | 280,000          | 50.0%   |
| Interest Payments             | 67,375                           | (7,375)                       | -                         | 60,000   | 120,000          | 50.0%   |
| Bank Fees                     | -                                | -                             | -                         | -  | 4,000            | 0.0%  |
| Property Tax Contingency      | -                                | -                             | -                         | -  | 30,000           | 0.0%  |
| <b>TOTAL EXPENDITURES</b>     | <b>331,553</b>                   | <b>3,115,447</b>              | <b>-</b>                  | <b>3,447,000</b>                                     | <b>6,928,000</b> | <b>49.8%</b>  |
| <b>SURPLUS/(DEFICIT)</b>      |                                  |                               |                           | <b>-</b>   | <b>-</b>         |   |

**COMMENTS:**

Through the sixth month, 49.8% of budget has been committed (excluding labor encumbrances) compared to 49.8% of revenues received.

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

**Presenter :** Ray Sigafoos

**Start Time :** 1:14 PM

**Item No :** 10

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 11/19/2013

**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> <ul style="list-style-type: none"><li>a) deal with items which the Board has delegated but is required to review or receive by relevant law or contract and</li><li>b) to speed up the processing of Board decisions which the Chair believes the Board may not need further deliberation.</li></ul> | 429146 |

**Description :** Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviations - December 2013 - RECEIPT, DISCUSSION AND/OR DECISION

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

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

**Attachments :**

| Title   | Created      | Filename  |
|---|--------------|---|
| Monitoring Report Executive Limitations Policy 2 3 1_Dec in Jan.pdf | Jan 09, 2014 | Monitoring Report Executive Limitations Policy 2 3 1_Dec in Jan.pdf |

**Monitoring Report - Monthly  
Executive Limitations Policy 2.3.1 – Budget Deviations  
December 2013**

The President shall not fail to promptly inform the Board of Governors 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 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 six months ended December 31, 2013, the General Fund has a surplus of \$4,568,000. This is primarily the result of tuition and fee revenues reflecting spring 2014 enrollments.

For the fiscal year ended June 30, 2014, General Fund revenues are projected to be below budget by \$125,000 and expenditures are projected to be under budget by \$950,000, resulting in a net surplus of \$825,000 — a 2.0% positive variance.

Auxiliary Fund



For the fiscal year ended June 30, 2014, the Auxiliary fund is projected to be within budget. Projections will be updated during the second half of the fiscal year once additional actual revenues and expenditures are incurred.

### Unexpended Plant Fund



- For the six months ended December 31, 2013, the Unexpended Plant Fund has a deficit of \$1,154,000 due to a significant amount of Capital Improvement Projects (CIP) being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

For the fiscal year ended June 30, 2014, 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 December 31, 2013, no significant variances from budget are expected.

### 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 six months ended December 31, 2013, there were no significant 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 are equipped with the vision and skills to create a sustainable economic environment. The College will fulfill this role at a justifiable cost.

**Presenter :** Ray Sigafoos

**Start Time :** 1:15 PM

**Item No :** 11

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 11/19/2013

**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> <ul style="list-style-type: none"><li>a) deal with items which the Board has delegated but is required to review or receive by relevant law or contract and</li><li>b) to speed up the processing of Board decisions which the Chair believes the Board may not need further deliberation.</li></ul> | 429146 |

**Description :** Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.2 - Reserves - December 2013 - 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 below \$1 million without specific Board authorization and a realistic recovery.

**Attachments :**

| Title  | Created      | Filename   |
|--|--------------|--|
| Monitoring Report Executive Limitations Policy 2.3.2_ Dec in Jan.pdf | Jan 09, 2014 | Monitoring Report Executive Limitations Policy 2.3.2_ Dec in Jan.pdf |

**cMonitoring Report - Monthly  
Executive Limitations Policy 2.3.2 – Reserves  
December 2013**

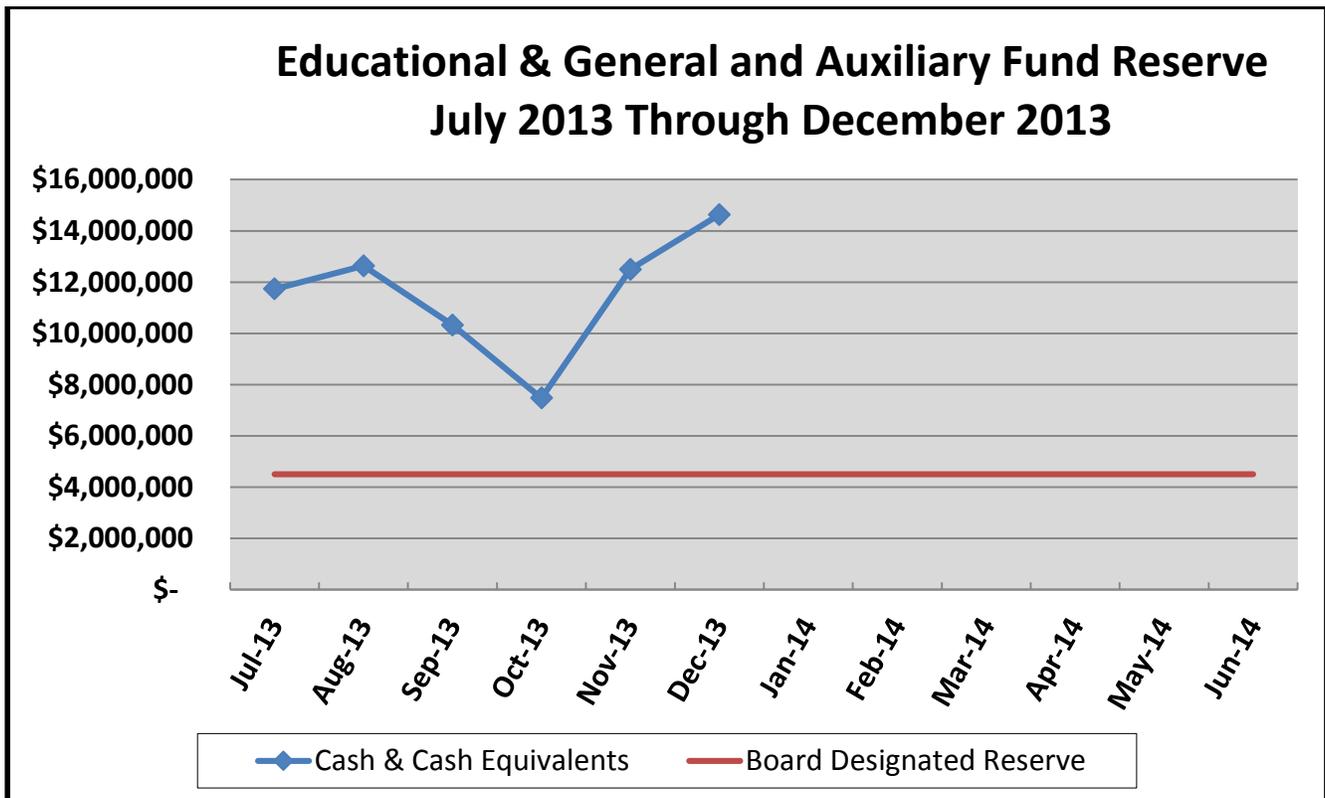
The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Fund Reserves below \$1 million without specific Board authorization and a realistic recovery plan.

**President’s Interpretation:**

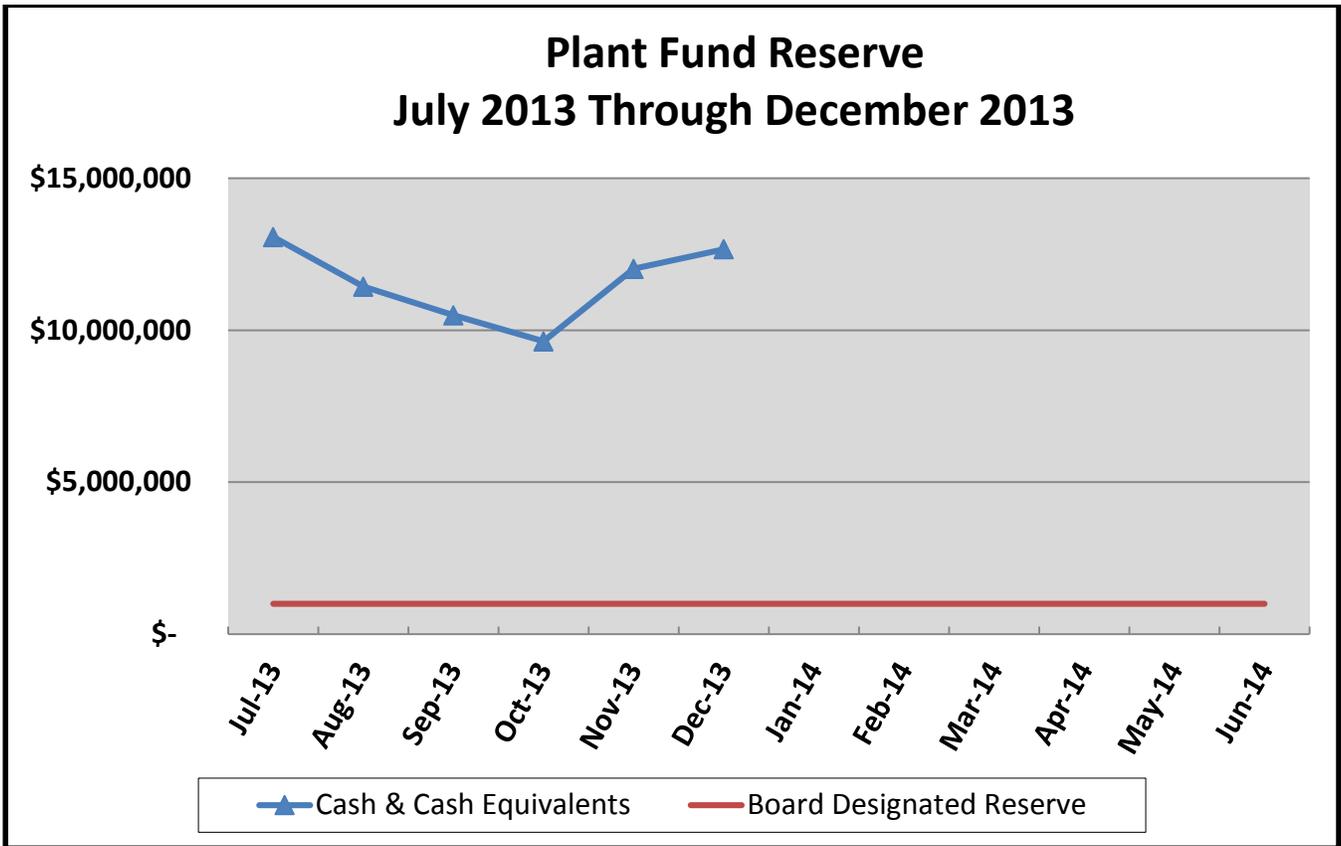
The Current Fund is a combination of the Operating Fund (Education and General) and the Auxiliary Fund. The budgets for these funds also include contingencies reserves to address unforeseen circumstances and seasonal revenues fluctuation. If the administration needs to adjust the Current Fund Reserves 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, 2013, through December 31, 2013, Current Fund reserves have exceeded the Governing Board’s designated reserve.



For the period July 1, 2013, through December 31, 2013, Plant Fund reserves have exceeded the **Governing Board's** designated reserve. As of December 31, 2013, Plant Fund reserves **exceed the Governing Board's** designated reserve amount by \$11,662,000.

**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 are equipped with the vision 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 :** Ray Sigafoos

**Start Time :** 1:16 PM

**Item No :** 12

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 11/19/2013

**Item Type :** Consent Item

| Policy No. | Description   | Ref No |
|------------|---|--------|
| 3.7        | Because poor governance costs more than learning to govern well, the Board shall invest in its governance capacity.<br><br>Accordingly: | 429151 |

**Description :** Board Self-Evaluation - Governance Policy 3.7 - Cost of Governance - MONITORING, DISCUSSION AND/OR DECISION

**Details :** 3.7 Cost of Governance

Because poor governance costs more than learning to govern well, the Board shall invest in its governance capacity.

Accordingly:

3.7.1 Budget

Costs shall be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. The Board shall develop its budget by April each year to ensure its inclusion in the overall district budget and shall include, but not be limited to allowances for support and training (including consulting and technical services, orientation, conferences and workshops); audits and other third party monitoring of organizational performance; and ownership linkages (surveys, focus groups, etc.) and Board legal services.

**Attachments :**

| Title                                | Created      | Filename                             |
|--------------------------------------|--------------|--------------------------------------|
| Board Evaluation 3.7-Compilation.pdf | Jan 09, 2014 | Board Evaluation 3.7-Compilation.pdf |

| Policy Number                 | <b>District Governing Board Policy Review<br/>Evaluation of Board Policies<br/>Compilation - January 2014</b><br><br><b>Policies:</b><br><b>3.7 Cost of Governance</b><br><b>3.7.1 Budget</b><br><b>3.7.1.1 Key Operational Expenses</b><br><br><i><b>Call if you need any help finding data in OurBoardroom™</b></i><br><i>(Karen, 928.776.2307)</i>  | In Compliance | Out of Compliance        | * Need More Data         | N/A - Not Relevant at this time |
|-------------------------------|--|---------------|--------------------------|--------------------------|---------------------------------|
| <b>3.7 Cost of Governance</b> | Because poor governance costs more than learning to govern well, the Board shall invest in its governance capacity. Accordingly:   | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| <b>3.7.1 Budget</b>           | Costs shall be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. The Board shall develop its budget by April each year to ensure its inclusion in the overall district budget and shall include, but not be limited to allowances for support and training (including consulting and technical services, orientation, conferences and workshops); audits and other third party monitoring of organizational performance; and ownership linkages (surveys, focus groups, etc.) and Board legal services. | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |

If you indicated that the Board was out-of-compliance with one of its above-listed policies, please state the reason why:

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Is this policy still relevant or useful to the Board? Yes **5** No

If not, should it be deleted, updated, changed? Please comment for discussion during Board meeting.

Comments/Remarks:

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**Presenter :** Ray Sigafoos

**Start Time :** 1:17 PM

**Item No :** 13

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 1/6/2014

**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> <ul style="list-style-type: none"><li>a) deal with items which the Board has delegated but is required to review or receive by relevant law or contract and</li><li>b) to speed up the processing of Board decisions which the Chair believes the Board may not need further deliberation.</li></ul> | 429146 |

**Description :** Approval of Faculty Sabbatical Requests for 2014-2015 - RECEIPT, DISCUSSION, AND/OR DECISION

**Details :**

This item is on the consent agenda to comply with A.R.S. §15-510 - Authorization of Leaves of Absence; Application; Preservation of Rights.

Four faculty and one staff members applied for a Sabbatical leave during FY 2014-2015 semesters. Applications were reviewed and prioritized by the Division Dean, Professional Growth Committee, Vice President for Instruction and Student Services, and the President. Based upon available funding and prioritizing, the College will recommend that the District Governing Board approve the support of four (4) requests.

Joan Fisher, English Professor, Foundation Division, requests a sabbatical leave August 2014 through May 2015 for:

- Continuing Education in PhD in Instructional Design & Technology at Old Dominion University; and Shakespeare Summer School and Literature Summer School at University of Cambridge
- Create new online courses

Nicole Wilson, Psychology Professor, Visual, Performing, and Liberal Arts Division, requests a sabbatical leave during Spring Semester 2015 to conduct a research project for "Are Children Who Have Spent Extensive Time in High Quality Early Learning Centers More Likely than Children Who Have Not to Delay Gratification?"

Jennifer Jacobson, Sociology Professor, Visual, Performing, and Liberal Arts Division, requests a sabbatical leave during Fall Semester 2014 to conduct a research project for "Are Children Who Have Spent Extensive Time in High Quality Early Learning Centers More Likely than Children Who Have Not to Delay Gratification?"

Jeb Bevers, Biology Professor, Science and Health Division, requests a sabbatical leave during Spring Semester 2015 for Science Outreach Education, Survey and Comparative Analysis of the Milk Creek Fossil Faunas of Arizona, and the early history of Evolutionary Biology

Jeni Johnson, Academic Systems Coordinator, request a sabbatical leave July 1, 2014 to December 31, 2014 for Completion of a Master's Degree in Educational Leadership

**Attachments :**

| <b>Title</b>                                 | <b>Created</b> | <b>Filename</b>                              |
|--|----------------|--|
| Joan Fisher Sabbatical Application.pdf       | Jan 08, 2014   | Joan Fisher Sabbatical Application.pdf       |
| Nicole Wilson Sabbatical Application.pdf     | Jan 08, 2014   | Nicole Wilson Sabbatical Application.pdf     |
| Jennifer Jacobson Sabbatical Application.pdf | Jan 08, 2014   | Jennifer Jacobson Sabbatical Application.pdf |
| Jeb Bevers Sabbatical Application.pdf        | Jan 10, 2014   | Jeb Bevers Sabbatical Application.pdf        |
| Jeni Johnson Sabbatical Application.pdf      | Jan 10, 2014   | Jeni Johnson Sabbatical Application.pdf      |

## Full-time Faculty Sabbatical

### Application

#### I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

| Due Date                                      |  |   |   | Date                           | Signature                   |
|---|--|---|---|--------------------------------|-----------------------------|
| Oct. 15                                       | Division Dean  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 10/15/13                       | <i>[Signature]</i>          |
| Nov. 1  | Pro Gro  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 11/22/13                       | <i>[Signature]</i> email    |
| Dec. 1  | Campus Dean  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | Pls. see Above - Dean Holbrook | <i>[Signature]</i> BKN      |
| Dec 15  | VP / Provost   | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 12-4-13                        | <i>[Signature]</i>          |
| Jan. 15                                       | President  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 12-18-13                       | <i>[Signature]</i> P. Wells |
| Within 1 week                                 | President notifies applicants of recommendation one week prior to submission to Board.         |   |   |                                |                             |
| March 15                                      | Board Action   | <input type="checkbox"/> Approved           | <input type="checkbox"/> Not Approved   |                                |                             |
| Within 48 hrs                                 | Board Secretary Notifies Recipients 48 hrs. after Board Decision                               |   |   |                                |                             |
| April 1                                       | President Notifies Recipients in Writing   |   |   |                                |                             |
| Within 2 weeks of notification from President | Recipient accepts/rejects in writing to President  |   |   |                                |                             |
| Nov. 1, following year                        | Recipient submits written report to Provost (copy to ProGro). May be asked to present to Board |   |   |                                |                             |

#### II. Submission of Application

- The faculty applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.
- The faculty applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Faculty Policy 2.7.3 and the Intellectual Property Policy 2.3.1.

Signature of Applicant Jon E. Fisk Date: Oct 14, 2013

**III. Faculty Acceptance Agreement:**

- I agree to return to Yavapai College and resume my duties for a period of two years immediately following my sabbatical leave.
- If the sabbatical is for one-half year, I will return to the College for the remainder of the contract year along with the two-year requirement.
- If I do not return to my college employment, I understand I will be required to reimburse the College for all salary and benefits received during the sabbatical leave.
- I also agree to submit a written report and make a presentation by November 1 of the year following the sabbatical, to the President and Governing Board of the activities completed while on my sabbatical.
- I understand that if I fail to carry out the purposes and activities for which the leave was granted, disciplinary action may be initiated.
- I agree that Yavapai College will have appropriate access to all sabbatical related research materials pursuant to the Yavapai College Intellectual Property Policy.
- I agree to comply with any additional conditions specified below:

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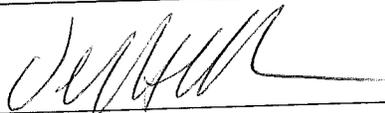
None noted

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## College Commitment to Sabbatical (to be completed by supervisor)

| COLLEGE COMMITMENT                                      | COST AND SOURCE OF SUPPORT   |
|---|--|
| Salary to employee for the period of the sabbatical:    | \$ 31,360.20 (60% of current salary of \$52,267)   |
| Replacement plan and cost:                              | \$ 21,510 if we are able to cover all sections with adjunct instructors (717*30)<br>OR<br>\$ 42,764 if we need to hire a one-year temporary instructor to cover all sections |
| Hardware, software or other support required:<br>(list) | \$ None  |
| Staff support required:                                 | \$ None  |

  
 Supervisor \_\_\_\_\_ Date 10/15/13

Campus Dean \_\_\_\_\_ Date \_\_\_\_\_

**Joan E. Fisher**

English

Foundation Division

Yavapai College

**August 2014-May 2015**

**Full Year**

Continuing Education~

PhD in Instructional Design & Technology: Old Dominion University

Spring 2014-Summer 2015

And

University of Cambridge Institute of Continuing Education Shakespeare Summer School

August 4-17<sup>th</sup> Summer 2014

University of Cambridge Institute of Continuing Education Literature Summer School

July 7-20 Summer 2015

**Statement of Problem:**

Educators at the community college level face a conundrum. The number of computer based, hybrid and online course offerings continue to rise every year in the face of research that clearly shows that online courses are not the most effective format to instruct and retain students. Research shows that this is especially true at the community college level.

In the Yavapai College English Department, we are currently offering 24% of our courses online. Another 30% of English courses are taught using technology as a major delivery format. Consequently, in the English Department at YC, we are now instructing over 50% of our students in completely online courses or courses relying heavily on technology.

| <b>Fall 2013 English Classes</b> | <b>Count</b> | <b>Percent</b> |
|----------------------------------|--------------|----------------|
| Classroom & Web                  | 1            | 1%             |
| Online                           | 24           | 24%            |
| Classroom Based                  | 44           | 44%            |
| Computer Based                   |              |                |
| In-Classroom                     | 29           | 29%            |
| Unknown                          | 2            | 2%             |
| Total                            | 100          | 100%           |

The number of online courses offered increases every year not only in the English department but across our college as well as the nation. Does the learning increase yearly as well? Unfortunately, research shows that it does not.

Over the course of several years, the Center for Community College Research (CCCR) conducted nine separate studies to examine the effectiveness of online learning within a community college system. The studies were attempting “to estimate the impact of online versus face-to-face course delivery on student course performance, as indicated by course persistence and final course grade” (Xu and Jaggars). Basically, the studies were attempting to discover if online and face-to-face courses had equivalent outcomes. The CCCR wanted to reveal if the students finished the courses at the same rate and earned similar grades. The findings were not surprising.

The studies showed that, as currently delivered, online courses are falling far short of the face-to-face courses. According to Di Xu and Shanna Smith Jaggars, authors of “Examining the Effectiveness of Online Learning Within a Community College System: An Instrumental Variable Approach,” “analyses [of the studies] yielded **robust negative estimates** for online learning in terms of both course persistence and course grade. These results suggest that policy makers and college administrators may need to improve the quality of online learning before enacting policies that would incentivize an accelerated expansion of online enrollments” (emphasis added: Xu and Jaggars). The research clearly demonstrated what many instructors already knew. Online courses, as they are currently being delivered, need revising.

The goal of this sabbatical project is to do just that.

My goal is to learn how to "improve the quality of online learning" and to use the knowledge at Yavapai College as a whole and specifically in the English Composition and Literature courses in order to meet the demand of "accelerated expansion of online enrollments" (Xu and Jaggars). As institutions transition to offer students courses in a variety of formats, it would be irresponsible for us not to strive to raise the standards of these courses in the face of research which shows "robust negative estimates" for the success of these classes (XU and Jaggars). We need to do this for students who choose this format and for the students frequently required to complete their degrees in this format.

In addition to overall improvement in the instructional design of established courses, the project will be used directly to create two new courses in an online format for *An Introduction to Literature* course and a *Language and Usage* course. The YC English department has identified these two transfer classes as courses our English Majors need to successfully transfer to our state universities. Both courses will need to be taught online.

A final component of my proposal is to take postgraduate level courses in my specific areas of expertise, Shakespeare and literature. I intend to use the latest learning and trends in these subject areas to improve both my Shakespeare and English composition online courses as well as the face-to-face courses.

#### Work Cited

Xu, Di and Shanna Smith Jaggars. "Examining the Effectiveness of Online Learning Within a Community College System: An Instrumental Variable Approach." *Community College Research Center*. The Teachers college Columbia University. April 2013. Web. 30 September 2013.

#### **Project Description:**

My proposed Sabbatical Leave Project will benefit the quality of YC's online programs, the success of its students and the overall efficacy of the institution. The proposal includes work toward a PhD in "Instructional Design and Technology" (ID&T) and supplementary advanced coursework in "Shakespeare" and "English Literature."

#### **Why a PhD in Instructional Design and Technology?**

According to a discussion of the history of Instructional Design by the University of North Dakota's Online Learning Department, Instructional Design grew out of a process developed during World War II. This process combined "the known body of established research and theory [from three areas to ensure] effective...learning, regardless of the discipline, learners or environment" (UND). The three areas were psychology, communications and education:

- From **psychology**, they drew the best of what is known about how humans learn

and develop.

- From **communications**, they drew from all that is known about message design and communication.
- From **education**, they pulled from all that is known about how people learn in formal and informal settings. (UND)

The idea of designing curricula for classes by drawing from the best of psychology, communications and education, is fascinating. The premise of this PhD is to improve current classes while designing new ones using the best and most current information possible from **psychology** and **education** to be able to **communicate** this information to students regardless of the class format. The application of theory, research, creativity, and problem-solving skills to the development of courses improves student retention and academic success. This applies to all formats of teaching and is especially important in online course where student retention and academic success is particularly low.

However, the instructional design component is only part of the degree. The **technology** aspect is particularly important to instructors and students here at Yavapai College as we strive to remain competitive and affective in this increasingly demanded format of teaching.

As we know, much of Higher Education coursework is now online and the trend continues to grow. According to Chip Paucek, U2 Co- Founder, “Harvard University, Brown University, Columbia University and Stanford all offer courses through [online platforms]” ( Koenig). Dartmouth reports that they will follow shortly. We’ve seen our own evidence of the need to offer more and more of our classes online. The *PhD in Instructional Design and Technology* will enable instructors to maintain the same quality in their online courses as we demand in our traditional classes.

Earning a PhD in this discipline is a very exciting prospect.

This degree would provide the most immediate benefit to YC students, courses, colleagues and the overall college. The information and skills obtained will help improve curriculum development, assessments and delivery whether in a traditional, hybrid or online classroom. In addition, these skills can be shared with others. As educators, we strive to design curricula effective in assisting students meet their educational goals. The skill set learned by studying this particular PhD could be used to enhance instructional delivery systems and help place YC on the cutting edge of online delivery. However, working on the PhD and learning the best techniques for designing, assessing and delivering classes is only part of this sabbatical leave project. *Design without content* is like creating the best performing arts center but forgetting to invite performers.

Consequently, the second part will be an in-depth study of the English content area. It is important to have rich content to design curricula around.

Finding places for post graduate study of Shakespeare and English Literature, has become increasingly hard as I become more and more advanced in my field. A few years ago, I researched possible programs for intensive study of Shakespeare. I found three. All were residency programs, and two were in England. Unfortunately, the cost of attending made all three programs prohibitive, until just recently. My son-in-law, an Air Force pilot, was recently stationed 50 minutes from Cambridge, England. Cambridge is home of the Cambridge University Summer School for Continuing Education. Cambridge is also the home of the Cambridge Shakespeare Festival, which presents eight plays per season in an open air theater in the private gardens of Cambridge University. I could reduce the cost of attending these educational opportunities by staying with my daughter.

The second component of this sabbatical will incorporate attending the Cambridge "Shakespeare" Summer School and the Cambridge University "English Literature" Summer School and the Cambridge Shakespeare Festival.

#### Works Cited

Koengi, Josh. "2U founder discusses online learning trends." *The Dartmouth Staff*. 15 April 2013. Web. 25 September 2013.

University of North Dakota Online and Distance Learning. "History of Instructional Design." NP. 2013. Web. 25 September 2013.

#### **Specific Activities:**

Part 1: Instructional Design and Technology PhD: Old Dominion University. 60 credit hours. See attachment for complete listing of coursework.

Part 2: Cambridge University Summer School and Festival of Plays \*

Cambridge University Shakespeare Summer School and Cambridge Shakespeare Festival of Plays

- July 8- August 24, 2014, Plays: *Comedy of Errors, Much Ado About Nothing, Cymbeline, Romeo and Juliet, A Midsummer Night's Dream, Richard III, Hamlet, Two Gentleman of Verona.*

- August 4-10, 2014 Courses: “Shakespeare: the narrative poems in their context,” “An essence that’s not seen: appearance and reality in *Othello*.”
- August 11-17, 2014, Courses: “*Julius Caesar* and *Coriolanus*: politics, psychology and performance,” “Shakespeare’s first tetralogy: *King Henry VI, parts 1-3* and *Richard III*.”

#### Cambridge University Literature Summer School

- July 7-13, 2014, Courses: “Russian sin: *Anna Karenina*, *Crime and Punishment*, *Lolita*,” “Philosophy of literature: understanding other minds through literary fiction.”
- July 14-20, 2014, Courses: “To ‘Make it New’: the Modernist revolution in literature from the 1890’s to the 1920’s,” “Slamming the bedroom door: rights and roles of women in the Victorian novel.”

\*The plays and courses for 2014 are not published. The courses reflect the 2013 course offerings.

#### **Support for Time Requested:**

This sabbatical proposal will need one year for two reasons:

1<sup>st</sup> Reason: Part of my instructional load is coordinating the College Honors Program. This program runs from April 1<sup>st</sup> through April first. It will be problematic to try to leave for one semester and then return. This would disrupt the flow of the program for the substitute coordinator and the students. In addition, if I were to stay connected to the college and return after one semester, it would be impossible for me to actually be on “sabbatical” as the students and other participants in the program would have a tendency to contact me for information, assistance, questions, comment and concerns. I would also have a tendency to want to help. In order for me to truly take a sabbatical from this program and to give the substitute coordinator the best chance for success, it would be best for me to make a clear break from YC from Spring 2014 until Summer 2015.

2<sup>nd</sup> Reason: The Cambridge Summer School Programs happen at the end of the summer. The Shakespeare School ends after our fall semester starts. A one semester sabbatical would make it difficult to conduct any serious study of my content area while working toward the PhD.

Why Now?

1. Unique opportunity to study abroad for this time only.
2. Faculty Association presidency has allowed me and my division to temporarily interrupt my teaching schedule. It would follow nicely to continue the interruption before implementing me back into the schedule.

### **Relevance of the Research or Project:**

#### **Strategic Plan**

This sabbatical project directly addresses several areas of the Yavapai College Strategic Plan, specifically under the areas of **Student Success and Satisfaction; Quality and Effectiveness of Instruction**

- ***Develop institutional measures for student success/ Improve online support services:*** The completion of the PhD in ID&T will provide me the tools to affectively assist the institution <sup>to</sup> create measures for student success especially in online courses. By having instructors trained specifically in instructional design, the institution will be able to more effectively create instruments to measure student success in the academics and student services.
- ***Develop and implement a robust assessment system incorporating course, program, institutional, and co-curricular assessment of student learning:*** The intent of this project is to improve all English Courses as well as be a resource for other courses and programs. Assessment is an integral component of any successful project aimed directly at student learning and student success.
- ***Improvement of gateway and developmental course success rates:*** One purpose of this project is to improve the current delivery of English Composition courses especially online courses. These courses are all considered gateway courses with the 060 and 100 level composition courses developmental courses. The purpose of the PhD in ID&T is to directly improve the success rates of all courses, gateway and developmental, including improvement in students' grades and overall completers.

**Identify need in county or region:** Yavapai College serves the rural area of Yavapai County. Many of our students chose online courses as a necessary means of seeking an education. Studies show that improving the quality of these courses will assist students be more successful in their studies and be more persistent in completing their degrees

**Describe in detail how your sabbatical will benefit students at YC:** This sabbatical will have a direct impact on the current literature, Shakespeare and composition classes by actively implementing the latest knowledge about learning into these classes. The proposal will also provide the tools necessary to create two new courses the English Department has identified so our department will be better situated to assist our English Majors in a successful transfer to the

universities.

**Describe how your plan benefits the college community.** A PhD in ID&T can be used to create and improve other online offerings YC is making available to students such as online orientations, online advising, etc.,. In addition, our community enjoys continuing education and cultural enrichment opportunities. The advanced studies in Shakespeare and literature could be used to allow me to continue to offer community education courses as well as provide the interest and desire for me to continue to offer community workshops and lectures.

**Identify international and/or potential national markets or profit center opportunities:**  
NA

**Specify products that will likely result from project:**

- The development of two new online courses in "Introduction to Literature" and "Grammar and Usage" which can be used by other faculty members teaching these courses.
- The enhancement of English 242 "Introduction to Shakespeare" both face-to-face and online which can be used by other faculty members teaching these courses.
- The enhancement of English 103 "Honors Composition 103 and 104" both face-to-face and online which can be used by other faculty members teaching these courses.

**Benefits to the Employee:**

1. Leadership in English Department. Since 1988, the English Department has never had fewer than 3 PhD's in its department. We have gone several years with none. We have recently added one PhD. Our department could benefit from an increase in faculty members with PhD's. This sabbatical would allow me an opportunity to start working toward a PhD which will directly benefit my current classes, the classes I'll be developing.
2. Leadership in the college. We need faculty members committed and trained in online instruction and design especially focusing on curriculum development and assessment including the integrity in assessments concerning academic standards. This sabbatical allows for development in all those areas. I frequently find myself in meetings where rigor, standards and integrity are frequent topics of conversation regarding our courses, especially those online. The PhD in ID&T will allow me to speak intelligently on these topics instead of sharing concerns and ideas with little legitimate knowledge to genuinely improve these areas.
3. Leadership in the community. I am currently the Shakespeare specialist in the area. I take advantage of many opportunities to continue my education by attending conferences, workshops and plays. My attendance at the Cambridge Shakespeare Summer School and the Cambridge Shakespeare Festival will provide needed course work in my expertise so I can continue to educate Yavapai County in Shakespeare. Besides teaching Shakespeare as a general humanities course for YC, I've presented workshops, lectures, and provided continuing education classes on Shakespeare for the college and the community. I've also been instrumental in bringing Shakespeare plays, movies and

streaming media to our area. Through this portion of my sabbatical, I can continue to enhance my expertise area and continue to add to the cultural life of our county.

4. Reenergized in my subject matter. The courses in Shakespeare and English Literature will allow me to stay abreast of the trends of my discipline to help YC stay competitive. It is one thing to learn the best ways to create courses through the PhD in ID&T but if I don't bring the excitement and energy of my content area into the design as well, I will be missing the most important part.
5. Academic Integrity. As the coordinator of the CHP, it is imperative that I stay current academically in order to recruit top students to our college. Earning a PhD and studying at Cambridge University will improve my academic record in the eyes of prospective students and their parents.

### **Service History: Fall 1988-Present**

#### **Length of Time at Yavapai College**

1988-2003~ Adjunct Faculty

1999 Interim Full-time Faculty

2003- 2006~Full-time Faculty Contract Probationary

2006-Present~Full-time Continuing Faculty Status

[2010 eligible for applying for sabbatical leave but family financial situation prohibited applying]

2014 Applying for Sabbatical Leave after 11 years service

2025 Future Plans: Retirement!

#### **YC History of Faculty Service**

1988-1991~Learning Center Writing Tutor

1989-1991~Piloted Learning Community Writing Labs to enhance retention in English 101 and 102 Composition classes

1988-2003~YC Adjunct Faculty

1990-1993~Taught 1<sup>st</sup> Composition course in 1<sup>st</sup> New Chino Valley Education Center

1993~ Piloted "new" English Composition Class taught in a computer class at computers.

1993-1998~ Piloted 1<sup>st</sup> English Composition Telecommunications Course through the Distance Learning Department

1993-1996~Taught Creative Writing for the Hassayampa Institutes

1995-1996~Full-time Interim Faculty Replacement  
1995-1996~Curriculum Committee Representative  
1999-Present~designed, created and taught online English composition and literature courses.  
2003-Present~Full-time Contract in YC English Department  
2003~Blackboard Certified.  
2003-2008~Chaired Professional Growth Committee  
2009-2010~Served on Faculty Grievance Committee  
2008-2010~Faculty Senate Secretary  
2008-2010~Dual Enrollment and Summer School Committees  
2010-2011~Faculty Senate Senator  
2010-2011~College Honors Program Co-coordinator with Brent Roberts  
2010-Present~Chaired College Honors Program Advisory Board  
2010-2011~Dual Enrollment Liaisons for English  
2011-Present~College Honors Program Coordinator  
2010-2011~Service Learning coordination with CHP students  
2011-2012~Faculty Senate President-elect  
2011-2012~Academic Advising Task Force  
2011-2013~Strategic Enrollment Management Committee  
2012-2013~Campus Master Plan committee  
2013-2014~Faculty Senate President  
2005-Present~Faculty Peer mentor: LeeAnn Chin, Larry Frolich, Curtis Kleinman, Laura Darrow-Cline, Sukey Waldenberger

Other Activities: Served on hiring committees; Coordinated Portfolio Project with English Department; Presented at Winter/ Summer Institutes, TYCA west, Romance Writers Association and Leadership Conferences; Organized Department Retreats and recruitment programs like *Explore English Extravaganza*, etc.

### **Additional Resources Required**

None required

### **Attachments:**

#### **1--ID&T Core Courses (21 hours)**

| Prefix | Number  | Title   |
|--------|---------|---|
| IDT    | 801     | ID &T Seminar   |
| IDT    | 849     | Instructional Systems Design                            |
| IDT    | 810     | Trends and Issues in Contemporary Instructional Design  |
| IDT    | 760/860 | Cognition and Instructional Design                      |
| IDT    | 773/873 | Advanced Instructional Design Techniques                |
| IDT    | 751/851 | Computer-Based Multimedia Design                        |
| IDT    | 730/830 | Principles and Practice of Human Performance Technology |

#### **Research Core (15 hours)**

| Prefix | Number  | Title                                    |
|--------|---------|--|
| FOUN   | 823     | Analysis of variance applied to research |
| FOUN   | 812     | Advanced Research Design and Analysis    |
| FOUN   | 814     | Qualitative Research Design              |
| IDT    | 725/825 | Human Performance Assessment             |
| IDT    | 879     | Research Residency                       |

#### **Instructional Design Concentration (9 hours)**

##### *Design & Theory*

| Prefix | Number  | Title   |
|--------|---------|---|
| IDT    | 748/848 | Instructional Product Evaluation                    |
| IDT    | 761/861 | Applied Instructional Design                        |
| IDT    | 763/863 | Instructional Design Theory                         |
| IDT    | 746/846 | Foundations of Distance Education                   |
| IDT    | 764/864 | Instructional Message Design: Theories and Research |
| IDT    | 788/888 | Internship/practicum                                |
| IDT    | 742/842 | Task Analysis Methods                               |

*Technology*

| Prefix | Number  | Title  |
|--------|---------|--|
| ECI    | 735/835 | Technology in Education:<br>Instructional/Administrative Usage |
| IDT    | 715/815 | Management of technology resources in the<br>classroom         |
| IDT    | 752/852 | Diffusion/Adoption of Technology<br>Innovations                |
| IDT    | 756/856 | Instructional Gaming: Theories and Practice                    |
| IDT    | 755/855 | Theory and Design of Instructional<br>Simulations              |
| IDT    | 775/875 | Designing online instruction                                   |

*Human Performance Technology*

| Prefix | Number  | Title   |
|--------|---------|---|
| IDT    | 739/839 | Needs Analysis and Assessment                 |
| IDT    | 737/837 | Consulting skills for instructional designers |
| IDT    | 735/835 | Knowledge management                          |

**Capstone Courses (15 hours)**

| Prefix | Number | Title                |
|--------|--------|----------------------|
| FOUN   | 881    | Dissertation Seminar |
| SEPS   | 899    | Dissertation         |

### Application

#### I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

| Due Date                                      |  |   |   | Date          | Signature       |
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| Oct.15  | Division Dean  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 10/15/13      | [Signature]     |
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| Dec 15  | VP / Provost   | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 12/4/13       | [Signature]     |
| Jan. 15                                       | President  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 12-17-13      | P. Wells        |
| Within 1 week                                 | President notifies applicants of recommendation one week prior to submission to Board.         |   |   |               |                 |
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#### II. Submission of Application

- The faculty applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.
- The faculty applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Faculty Policy 2.7.3 and the Intellectual Property Policy 2.3.1.

**III. Faculty Acceptance Agreement:**

- I agree to return to Yavapai College and resume my duties for a period of two years immediately following my sabbatical leave.
- If the sabbatical is for one-half year, I will return to the College for the remainder of the contract year along with the two-year requirement.
- If I do not return to my college employment, I understand I will be required to reimburse the College for all salary and benefits received during the sabbatical leave.
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- I agree that Yavapai College will have appropriate access to all sabbatical related research materials pursuant to the Yavapai College Intellectual Property Policy.
- I agree to comply with any additional conditions specified below:

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Nichole Wilson

Visual, Performing, and Liberal Arts Division

Proposed Leave: January 2015 – May 2015

Request Date: October 15, 2013

Are Children Who Have Spent Extensive Time in High Quality Early Learning Centers  
More Likely than Children Who Have Not to Delay Gratification?

## Project Description

### Statement of the Problem

The study of *executive functions* and *self-regulation* in children are important topics in the disciplines focused on a child's learning capacity. Researchers in multiple disciplines (e.g., Child Development, Psychology, Neuroscience, and Sociology) are examining everything from young children's innate executive functions to the role primary care relationships and high-quality early education have on executive function development. *Executive functions* refer to a variety of skills: from the ability to weigh competing demands, the ability to resist the temptation to act before thinking, and the ability to be mentally flexible when new information is presented (Galinsky, 2010). And this is just the beginning! Children and adults with highly developed executive functions have shown that they "can resist fleeting temptations to pursue difficult goals..." (Kidd, Palmeri & Aslin, 2013, p. 110). Therefore, several disciplines are working very hard to learn more about executive functions.

One important aspect of well-developed executive functions is the ability to delay gratification. As one might imagine, the ability to delay much of anything is not so easy for most children. However, an extensive body of research has demonstrated that some children are better at delaying gratification than other children. This may not be surprising, but determining *why* some children are better at delaying gratification has puzzled researchers thus far. In the famous marshmallow experiment, Mischel and Ebbsen (1970) asked a preschool-aged child to sit at a table with a marshmallow on a plate. The researcher then gave the child a choice: the preschooler could eat one marshmallow now, or if she was willing to wait for an undisclosed amount of time, the

researcher would return with a second marshmallow and then the child could eat both marshmallows. Only 25% of the children were able to delay the gratification of eating the first marshmallow to gain the pleasure of two marshmallows later (Mischel & Ebbesen, 1970). The researchers noted that preschoolers who were able to delay gratification used a variety of strategies to resist eating the marshmallow (e.g, looking away, closing their eyes, wiggling in their chair, and smelling or licking. Yet, Mischel and Ebbeson were unable to explain *why* some children had those skills while others did not (1970; Mischel, Ebbesen, & Zeiss, 1972). It is true that children's ability to delay gratification improves as the child matures (Mischel & Metzner, 1962). However, maturity does not explain all of the variance. Other researchers have concluded that children who were able to delay gratification may have been able to do so because they trusted the researcher when the researcher promised to come back with a second marshmallow. To these children adults are people who keep their promises. The reasoning goes that children who are able to delay gratification are children who have experienced the world as a reliable, trustworthy place (Kidd, Palmeri & Aslin, 2012). Young children who are less likely to delay gratification may be children who have experienced high levels of *toxic stress* in their lives (Mangione, 2013). *Toxic stress* refers to a range of negative experiences children go through, as can be seen by the following statistics. The National Research Council (2012) states that 75 per 1,000 two to five year olds have experienced maltreatment. According to SAMHSA (2002) 98 per 1,000 two to five year olds have dealt with parental substance abuse and 130 per 1,000 two to five year olds have witnessed maternal post-partum depression (O'Hara & Swain, 1996). The focus is now on whether high-quality early learning environments (e.g.,

preschools with low student-to-teacher ratios, safe physical environments, qualified teachers, language-rich environments, and nutritious meals) may provide children relief from the toxic stress in their lives. There is a growing body of literature that points to the idea that perhaps environment is as important in the ability to delay gratification as is a child's maturity and innate ability. It was found that children exposed to a reliable environment managed to wait four times longer (12 versus three minutes) than those exposed to an unreliable environment in a task similar to the original marshmallow experiment (Kidd, Palmeri & Aslin, 2013).

In the proposed study, the researchers will examine just that: ***Does a high-quality preschool engender a sense of trust in children to the point that those children are more likely to wait for the second marshmallow than children who have not had extensive high-quality schooling?*** A replication of Mischel and Ebbsen's (1970) experiment will be performed to examine the role a high-quality preschool plays on the child's ability to delay gratification. Specifically, will children with extensive experience at Yavapai College's Del E. Webb Family Enrichment Center (FEC) be more likely than children who have not had extensive experience at the FEC to delay eating their first marshmallow so that they may experience the greater gratification of two marshmallows later?

The FEC is part of Yavapai College. The school is dedicated to nurturing and educating children from birth to age five. The school serves the children of Yavapai College students, faculty and staff, and community members (they have approximately 80 children currently enrolled with 1/3 of the children coming from each of the above-mentioned groups). It also serves as a lab school. The FEC is partnered with the Early

Childhood Education department, and through that partnership teachers at the FEC mentor the Yavapai College students who are studying to become educators. The FEC is physically located on the Prescott Campus. The school has been deemed high-quality by Quality First Arizona, the widely used program which ranks preschools within our state (<http://qualityfirstaz.com/>). In fact, other preschool administrators from around Arizona come to the FEC to tour the facility and learn the best practices in Early Childhood Education. Plus, First Things First Arizona has used the FEC in several promotional videos to highlight what exemplary early care and education looks like (see the end of this document for a video hyperlink).

The proposed study focusses on the intersection of brain development and a nurturing environment. Nichole Wilson is committed to the study of the brain as a sub-discipline within psychology. Dr. Jennifer Jacobson is passionate about researching the role a nurturing environment plays in the development of children. Thus, this study will contribute to the professional development in the fields of psychology and sociology for the researchers. In addition, the study will benefit several psychology and sociology students directly through their participation in PSY 299 and SOC 299 (The research credit courses within the disciplines). Getting first hand research experience at the community college level is a rare occasion for students within the social and behavioral science fields. The researchers will also share the results of the study with students in general; each researcher teaches approximately 145 students per semester. This project will also add to research in the Early Childhood Education discipline at Yavapai College and the FEC by the sharing of results with the stakeholders in each group. If the data suggests changes are necessary, proposals to the FEC will be made. Finally, this

research will benefit the college at large from the sharing of information gained to be given at forums delivered to faculty, students, FEC staff and the community.

### **Specific Activities**

#### **Summer 2012:**

- Researchers met with various stakeholders from the FEC (Vickey LaMotte, Anne Jacobson, Lisa Dotseth) and from Institutional Research (Diane Mazmanian) to brainstorm research ideas.

#### **Summer 2013:**

- Researchers met once a week throughout June, July, and August to review the current literature on executive functions in preschool-aged children, empathy, and the role of environment on the two.
- A shared drive was established on the YC server so the researchers could save articles on the server and easily share information with one another.
- A detailed database in Microsoft Access was designed to catalog all the reviewed literature.
- Vickey LaMotte was updated on the progress of the project.
- Researchers corresponded with Prescott College's librarian. Access was granted to their extensive academic journal collection.

#### **Fall 2013:**

- Dr. Jacobson, along with several FEC teachers, and Vickey LaMotte, the FEC director, attended a two and a half day First Things First Summit

(<http://www.azffsummit.com/>) where knowledge was gained about the latest research on children's brain development, toxic environments, and the role of high quality early learning centers. Leading researchers in these areas spoke at the conference. They included Dr. Peter Mangione, Dr. Adele Diamond, and Dr. Alison Gopnik.

- Researchers met to discuss the conference upon Dr. Jacobson's return.
- Copies of the articles mentioned in the conference were then obtained by the researchers.
- Researchers continued to meet to discuss new journal articles.
- A research idea was finalized the sabbatical application process began.
- The finalized sabbatical request was submitted to Jill Fitzgerald, Dean of the VPLA division.
- The addition of PSY 299 and SOC 299 will be made to the Spring 2014, Summer 2014, Fall 2014, and Spring 2015 schedules to recruit two to six highly-qualified students to assist with the project development and implementation.

**Spring 2014:**

- Researchers will meet to plan the research classes (PSY / SOC 299).
- Researchers will meet with Vickey LaMotte, Director of the FEC to discuss the location of the experiment within the FEC and to finalize her role in the project.
- Finger-print clearance and Human Subject training will take place for all researchers and the research class students.
- Discussions with the TeLS staff will occur to inquire if they can lend cameras and accessories to record the experiment (as well as ensure the safety of the

children). If TeLS is unable to share cameras and accessories, personal equipment of the researchers will be utilized.

- Desired sample size will be determined.
- A finalized list of materials needed will be drafted. Examples of materials needed may include, but are not limited to:
  - Video camera(s) (no more than 2)
  - Video accessories (*see Hardware & Software needed*)
  - Laptop computer(s)
  - Drape or “blind” to hide the camera
  - Table
  - Chair(s)
  - 30-50 Plates
  - 60-80 Marshmallows
- A Finalized budget for buying any necessary unattained materials will be developed.
- A determination will be made, with the permission of the FEC director and instructors, as to when to conduct the pilot and actual study (months and time of day).
- Institutional Review Board (IRB) approval will be sought in order to work with human subjects.
- Letters of intent will be distributed to the parents of the children at the FEC describing the research direction and timeline.

- Recruitment of participants and implementation of the pilot study will take place in May.
- Continued research and composition of the literature review on executive functions, self-regulation, toxic stress, and high-quality learning environments will take place.

**Summer 2014:**

- The pilot study will take place with data analyzed using SPSS software to determine any changes needed in design, sample size, or direction for the actual study.
- Continued research and composition of the literature review will take place.
- Meetings with Vickey LaMotte and the FEC teachers will continue to update them on the progress of the study.
- Commencement of the actual study on preschoolers who are leaving the FEC for kindergarten will occur with data being recorded.

**Fall 2014:**

- Data collection and recording of the actual experiment will continue during these months. The final round of experiments on children new to the FEC will terminate in November.
- Regular meetings with the FEC director and teachers will continue in order to update them on the progress of the study.
- Researchers will submit proposals to present this research at the annual Pacific Sociological Association meeting (which takes place in April, 2015), the American

Sociological Association meeting (which takes place in August, 2015) and the Annual National Association for the Education of Young Children conference (which will be held in June, 2015).

- Initial data analysis will determine if further experiments need to be employed.
- Detailed literature review and references will be composed as an introduction to the publication manuscript.
- Dr. Jacobson will present her achievements of sabbatical to the Yavapai College Board.
- Researchers will meet with dean, Jill Fitzgerald, to update her on the study and discuss funding possibilities to attend conferences and present the research.

**Spring 2015:**

- Data collection of any additional trials will be carried out.
- A meeting with the FEC director, teachers and the Early Childhood Education department will take place in order to update them on the progress of the study.
- The completion of the Method, Results and Discussion sections of the publication manuscript will occur with finalizations to the References being made.
- Contact will be made with reputable journals to inquire about content and formatting submission requirements.
- The final manuscript listing Yavapai College as the institution of the research will be submitted for publication pending revisions necessary.
- Assembly of any and all materials for presentation of materials to conferences will be done (poster, power point, etc.).

- Nichole Wilson will present her achievements of sabbatical to the Yavapai College Board.

### **Relevance of the Research or Project**

- ***Strategic Plan Reference.*** This project will enhance *Employee Development* by furthering the professional growth of two full time faculty members within their disciplines. Carrying out original research will strengthen both researchers' teaching methods in their classrooms. Both researchers teach the scientific method to over 300 students per year. That means students will be exposed via lectures and videos to original research at their own institution. The researchers will be able to measure whether their students (both those who help with the research and those who enroll in sociology and psychology courses) are more engaged and therefore likely to succeed (*Student Success and Satisfaction*) as a result of learning about original research at YC. The research may address *Fiscal Stewardship and Efficiency* as well. If our results show that the FEC is having a large influence on children's lives, then the YC students who have children enrolled in the FEC are more likely to complete their educational plan within two years. When parents have reliable, high quality care, they are able to focus on their goals. Over the long run YC will use less financial aid on these students as they accomplish their goals in a timely manner. In addition, this research will aid the Family Enrichment Center with information on continuing growth of their program that serves our college and our community (*Community Development and Partnerships*). Partnerships with other preschools in our

community will be formed so that community members may learn – through social science - how high quality care is improving the executive functions of our community's youngest members.

- **Regional Need.** Increased awareness and understanding of the development of children's executive functions development is a world-wide necessity. Any approach that broadens this understanding can aid in our local region child care establishments (not just the FEC) on developing environments that foster this development.
- **Benefits to Students at YC.** Students interested in the social and behavioral fields are rarely exposed to research at the community college level. In addition, Early Childhood Education students rarely get to observe how research is used to shape their field. YC students will benefit from this rare opportunity to be involved in many levels of research, from planning and literature review to running human subjects and data analysis. Students that participate in PSY / SOC 299 will be able to add a vast amount of research experience to their academic vitae. Future students will benefit from the knowledge gained by the professors involved that will enrich their learning experience of these topics within the classroom.
- **Benefits to the College Community.** Publication of this project will increase awareness in the academic community of the expanding reputation of Yavapai College as a college which contributes to empirical research. Upon culmination of the project, the researchers will be able to deliver knowledge gained to other faculty at the Winter 2015 Institute as well as to the faculty and staff of the FEC.

In addition, information on this research can be delivered to students enrolled in Research Opportunities for Community College Students (Bio 194 & Chem 194) as well as Research for the Social and Behavioral Sciences (PSY / SOC 290).

- **National Markets or Profit Centers.** N/A
- **Resulting Products.** The goal of this research will be a published article in a reputable journal with the behavioral sciences under the institution of Yavapai College.

### **Benefits to the Employee**

- The project will enhance my professional development through publication and experience. As of now, my research publications consist only of a poster presented at the Cognitive Neuroscience Conference in 2007 and a paper in process of submittal with my graduate advisor as first author. Publishing this research will enhance my personal reputation as a researcher within my discipline in addition may increase the likelihood of being accepted in a program to advance my graduate education in pursuing a PhD. Many of the courses I teach deal with developmental issues in childhood (Introduction to Psychology, Human Growth & Development, Brain & Behavior and Social Psychology). Gaining insight into the current research within this topic will enhance the knowledge passed onto my students in all of these courses.

### **Service History**

- Fall 2007 – Present (Fall 2013) as a full-time faculty. To date, I have 6.5 years off full-time service at Yavapai College.

## **Additional Resources Required**

- This project may require some time from individuals in TeLS on the initial set-up and operation of the video equipment necessary.
- Hardware and software necessary is currently obtained with the exception of the video camera(s) and accessories (to be borrowed from TeLS).

Resources will include:

- Video Camera(s) (no more than 2)
- Audio / Video cables
- USB adaptor to A/V cables for compatibility with personal laptop
- USB adaptor to transfer digital video files from camera to laptop
- Video software for viewing and playback
- Personal laptops
- Internet connections at office and home
- SPSS software for data analysis
- Microsoft Office Applications (Access, Excel, Word, Power Point)

## References

- First Things First. (2013). *First Things First Early Childhood Summit. Building Strong Systems*. Phoenix, Arizona.
- Galinsky, E. (2010). *Mind in the making: The seven essential life skills every child needs*. New York, NY: HarperCollins.
- Gopnik, A., Glymour, C., Sobel, D., Schulz, L., Kushnir, T., & Danks, D. (2004). A theory of causal learning in children: Causal maps and Bayes nets. *Psychological Review*, 111(1), 1-31.
- Kidd, C., Palmeri, H., & Aslin, N. (2013). Rational snacking: Young children's decision-making on the marshmallow task is moderated by beliefs about environmental reliability. *Cognition*. 126(1), 109-114.
- Mangione, P. (PhD). (2013). Everyone working together: Building a sturdy foundation for school readiness during the infant/toddler years. *First Things First: Early Childhood Summit 2013*. WestEd Center for Child & Family Studies.
- Mischel, W. (1974). Processes in delay of gratification. *Advances in experimental social psychology*, 7, 249-292.
- Mischel, W., & Ebbesen, E.B. (1970). Attention in delay of gratification. *Journal of Personality and Social Psychology*, 21, 204-218.
- Mischel, W., Ebbesen, E.B., & Zeiss, R. A. (1972). Cognitive and attentional mechanisms in delay of gratification. *Journal of personality and social psychology*, 21(2), 204.

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O'hara, M. W., & Swain, A. M. (1996). Rates and risk of postpartum depression-a meta-analysis. *International review of psychiatry*, 8(1), 37-54.

Abuse, S. (2000). Mental Health Administration (SAMHSA). Treatment Episode Data Set (TEDS). Highlights 2002. National Admissions to Substance Abuse Treatment Services.

Quality First Arizona (2013). First things first. Retrieved from <http://qualityfirstaz.com/>

#### Helpful Videos:

A short video on executive functions: [http://youtu.be/efCq\\_vHUMqs](http://youtu.be/efCq_vHUMqs)

A brief video on toxic stress: [http://youtu.be/\\_BqtFYEC1Yk](http://youtu.be/_BqtFYEC1Yk)

A ten-minute video on the Family Enrichment Center. Created by First Things First, AZ: <http://www.youtube.com/watch?v=xdmv4arJrAo&feature=share&list=FLR2YSqrCfe5HnuCRw7hl9ag>

### Application

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- I agree to comply with any additional conditions specified below:

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Dr. Jennifer Jacobson

Visual, Performing, and Liberal Arts Division  
Proposed Leave: August 2014 – December 2014  
Request Date: October 15, 2013

Are Children Who Have Spent Extensive Time in High Quality Early Learning Centers  
More Likely than Children Who Have Not to Delay Gratification?

## Project Description

### Statement of the Problem

The study of *executive functions* and *self-regulation* in children are important topics in the disciplines focused on a child's learning capacity. Researchers in multiple disciplines (e.g., Child Development, Psychology, Neuroscience, and Sociology) are examining everything from young children's innate executive functions to the role primary care relationships and high-quality early education have on executive function development. *Executive functions* refer to a variety of skills: from the ability to weigh competing demands, the ability to resist the temptation to act before thinking, and the ability to be mentally flexible when new information is presented (Galinsky, 2010). And this is just the beginning! Children and adults with highly developed executive functions have shown that they "can resist fleeting temptations to pursue difficult goals..." (Kidd, Palmeri & Aslin, 2013, p. 110). Therefore, several disciplines are working very hard to learn more about executive functions.

One important aspect of well-developed executive functions is the ability to delay gratification. As one might imagine, the ability to delay much of anything is not so easy for most children. However, an extensive body of research has demonstrated that some children are better at delaying gratification than other children. This may not be surprising, but determining *why* some children are better at delaying gratification has puzzled researchers thus far. In the famous marshmallow experiment, Mischel and Ebbesen (1970) asked a preschool-aged child to sit at a table with a marshmallow on a plate. The researcher then gave the child a choice: the preschooler could eat one marshmallow now, or if she was willing to wait for an undisclosed amount of time, the

researcher would return with a second marshmallow and then the child could eat both marshmallows. Only 25% of the children were able to delay the gratification of eating the first marshmallow to gain the pleasure of two marshmallows later (Mischel & Ebbesen, 1970). The researchers noted that preschoolers who were able to delay gratification used a variety of strategies to resist eating the marshmallow (e.g, looking away, closing their eyes, wiggling in their chair, and smelling or licking. Yet, Mischel and Ebbeson were unable to explain *why* some children had those skills while others did not (1970; Mischel, Ebbesen, & Zeiss, 1972). It is true that children's ability to delay gratification improves as the child matures (Mischel & Metzner, 1962). However, maturity does not explain all of the variance. Other researchers have concluded that children who were able to delay gratification may have been able to do so because they trusted the researcher when the researcher promised to come back with a second marshmallow. To these children adults are people who keep their promises. The reasoning goes that children who are able to delay gratification are children who have experienced the world as a reliable, trustworthy place (Kidd, Palmeri & Aslin, 2012). Young children who are less likely to delay gratification may be children who have experienced high levels of *toxic stress* in their lives (Mangione, 2013). *Toxic stress* refers to a range of negative experiences children go through, as can be seen by the following statistics. The National Research Council (2012) states that 75 per 1,000 two to five year olds have experienced maltreatment. According to SAMHSA (2002) 98 per 1,000 two to five year olds have dealt with parental substance abuse and 130 per 1,000 two to five year olds have witnessed maternal post-partum depression (O'Hara & Swain, 1996). The focus is now on whether high-quality early learning environments (e.g.,

preschools with low student-to-teacher ratios, safe physical environments, qualified teachers, language-rich environments, and nutritious meals) may provide children relief from the toxic stress in their lives. There is a growing body of literature that points to the idea that perhaps environment is as important in the ability to delay gratification as is a child's maturity and innate ability. It was found that children exposed to a reliable environment managed to wait four times longer (12 versus three minutes) than those exposed to an unreliable environment in a task similar to the original marshmallow experiment (Kidd, Palmeri & Aslin, 2013).

In the proposed study, the researchers will examine just that: ***Does a high-quality preschool engender a sense of trust in children to the point that those children are more likely to wait for the second marshmallow than children who have not had extensive high-quality schooling?*** A replication of Mischel and Ebbesen's (1970) experiment will be performed to examine the role a high-quality preschool plays on the child's ability to delay gratification. Specifically, will children with extensive experience at Yavapai College's Del E. Webb Family Enrichment Center (FEC) be more likely than children who have not had extensive experience at the FEC to delay eating their first marshmallow so that they may experience the greater gratification of two marshmallows later?

The FEC is part of Yavapai College. The school is dedicated to nurturing and educating children from birth to age five. The school serves the children of Yavapai College students, faculty and staff, and community members (they have approximately 80 children currently enrolled with 1/3 of the children coming from each of the above-mentioned groups). It also serves as a lab school. The FEC is partnered with the Early

Childhood Education department, and through that partnership teachers at the FEC mentor the Yavapai College students who are studying to become educators. The FEC is physically located on the Prescott Campus. The school has been deemed high-quality by Quality First Arizona, the widely used program which ranks preschools within our state (<http://qualityfirstaz.com/>). In fact, other preschool administrators from around Arizona come to the FEC to tour the facility and learn the best practices in Early Childhood Education. Plus, First Things First Arizona has used the FEC in several promotional videos to highlight what exemplary early care and education looks like (see the end of this document for a video hyperlink).

The proposed study focusses on the intersection of brain development and a nurturing environment. Nichole Wilson is committed to the study of the brain as a sub-discipline within psychology. Dr. Jennifer Jacobson is passionate about researching the role a nurturing environment plays in the development of children. Thus, this study will contribute to the professional development in the fields of psychology and sociology for the researchers. In addition, the study will benefit several psychology and sociology students directly through their participation in PSY 299 and SOC 299 (The research credit courses within the disciplines). Getting first hand research experience at the community college level is a rare occasion for students within the social and behavioral science fields. The researchers will also share the results of the study with students in general; each researcher teaches approximately 145 students per semester. This project will also add to research in the Early Childhood Education discipline at Yavapai College and the FEC by the sharing of results with the stakeholders in each group. If the data suggests changes are necessary, proposals to the FEC will be made. Finally, this

research will benefit the college at large from the sharing of information gained to be given at forums delivered to faculty, students, FEC staff and the community.

### **Specific Activities**

#### **Summer 2012:**

- Researchers met with various stakeholders from the FEC (Vickey LaMotte, Anne Jacobson, Lisa Dotseth) and from Institutional Research (Diane Mazmanian) to brainstorm research ideas.

#### **Summer 2013:**

- Researchers met once a week throughout June, July, and August to review the current literature on executive functions in preschool-aged children, empathy, and the role of environment on the two.
- A shared drive was established on the YC server so researchers could save articles on the server and easily share information with one another.
- A detailed database in Microsoft Access was designed to catalog all the reviewed literature.
- Vickey LaMotte was updated on the progress of the project.
- Researchers corresponded with Prescott College's librarian. Access was granted to their extensive academic journal collection.

#### **Fall 2013:**

- Dr. Jacobson, along with several FEC teachers, and Vickey LaMotte, the FEC director, attended a two and a half day First Things First Summit

(<http://www.azftfsummit.com/>) where knowledge was gained about the latest research on children's brain development, toxic environments, and the role of high quality early learning centers. Leading researchers in these areas spoke at the conference. They included Dr. Peter Mangione, Dr. Adele Diamond, and Dr. Alison Gopnik.

- Researchers met to discuss the conference upon Dr. Jacobson's return.
- Copies of the articles mentioned in the conference were then obtained by the researchers.
- Researchers continued to meet to discuss new journal articles.
- A research idea was finalized the sabbatical application process began.
- The finalized sabbatical request was submitted to Jill Fitzgerald, Dean of the VPLA division.
- The addition of PSY 299 and SOC 299 will be made to the Spring 2014, Summer 2014, Fall 2014, and Spring 2015 schedules to recruit two to six highly-qualified students to assist with the project development and implementation.

#### **Spring 2014:**

- Researchers will meet to plan the research classes (PSY / SOC 299).
- Researchers will meet with Vickey LaMotte, Director of the FEC to discuss the location of the experiment within the FEC and to finalize her role in the project.
- Finger-print clearance and Human Subject training will take place for all researchers and the research class students.
- Discussions with the TeLS staff will occur to inquire if they can lend cameras and accessories to record the experiment (as well as ensure the safety of the

children). If TeLS is unable to share cameras and accessories, personal equipment of the researchers will be utilized.

- Desired sample size will be determined.
- A finalized list of materials needed will be drafted. Examples of materials needed may include, but are not limited to:
  - Video camera(s) (no more than 2)
  - Video accessories (*see Hardware & Software needed*)
  - Laptop computer(s)
  - Drape or “blind” to hide the camera
  - Table
  - Chair(s)
  - 30-50 Plates
  - 60-80 Marshmallows
- A Finalized budget for buying any necessary unattained materials will be developed.
- A determination will be made, with the permission of the FEC director and instructors, as to when to conduct the pilot and actual study (months and time of day).
- Institutional Review Board (IRB) approval will be sought in order to work with human subjects.
- Letters of intent will be distributed to the parents of the children at the FEC describing the research direction and timeline.

- Recruitment of participants and implementation of the pilot study will take place in May.
- Continued research and composition of the literature review on executive functions, self-regulation, toxic stress, and high-quality learning environments will take place.

**Summer 2014:**

- The pilot study will take place with data analyzed using SPSS software to determine any changes needed in design, sample size, or direction for the actual study.
- Continued research and composition of the literature review will take place.
- Meetings with Vickey LaMotte and the FEC teachers will continue to update them on the progress of the study.
- Commencement of the actual study on preschoolers who are leaving the FEC for kindergarten will occur with data being recorded.

**Fall 2014:**

- Data collection and recording of the actual experiment will continue during these months. The final round of experiments on children new to the FEC will terminate in November.
- Regular meetings with the FEC director and teachers will continue in order to update them on the progress of the study.
- Researchers will submit proposals to present this research at the annual Pacific Sociological Association meeting (which takes place in April, 2015), the American

Sociological Association meeting (which takes place in August, 2015) and the Annual National Association for the Education of Young Children conference (which will be held in June, 2015).

- Initial data analysis will determine if further experiments need to be employed.
- Detailed literature review and references will be composed as an introduction to the publication manuscript.
- Dr. Jacobson will present her achievements of sabbatical to the Yavapai College Board.
- Researchers will meet with dean, Jill Fitzgerald, to update her on the study and discuss funding possibilities to attend conferences and present the research.

**Spring 2015:**

- Data collection of any additional trials will be carried out.
- A meeting with the FEC director, teachers and the Early Childhood Education department will take place in order to update them on the progress of the study.
- The completion of the Method, Results and Discussion sections of the publication manuscript will occur with finalizations to the References being made.
- Contact will be made with reputable journals to inquire about content and formatting submission requirements.
- The final manuscript listing Yavapai College as the institution of the research will be submitted for publication pending revisions necessary.
- Assembly of any and all materials for presentation of materials to conferences will be done (poster, power point, etc.).

- Nichole Wilson will present her achievements of sabbatical to the Yavapai College Board.

### **Relevance of the Research or Project**

- ***Strategic Plan Reference.*** This project will enhance *Employee Development* by furthering the professional growth of two full time faculty members within their disciplines. Carrying out original research will strengthen both researchers' teaching methods in their classrooms. Both researchers teach the scientific method to over 300 students per year. That means students will be exposed via lectures and videos to original research at their own institution. The researchers will be able to measure whether their students (both those who help with the research and those who enroll in sociology and psychology courses) are more engaged and therefore likely to succeed (*Student Success and Satisfaction*) as a result of learning about original research at YC. The research may address *Fiscal Stewardship and Efficiency* as well. If our results show that the FEC is having a large influence on children's lives, then the YC students who have children enrolled in the FEC are more likely to complete their educational plan within two years. When parents have reliable, high quality care, they are able to focus on their goals. Over the long run YC will use less financial aid on these students as they accomplish their goals in a timely manner. In addition, this research will aid the Family Enrichment Center with information on continuing growth of their program that serves our college and our community (*Community Development and Partnerships*). Partnerships with other preschools in our

community will be formed so that community members may learn – through social science - how high quality care is improving the executive functions of our community's youngest members.

- **Regional Need.** Increased awareness and understanding of the development of children's executive functions is a world-wide necessity. Any approach that broadens this understanding can aid in our regional child care establishments (not just the FEC) on developing environments that foster this development.
- **Benefits to Students at YC.** Students interested in the social and behavioral fields are rarely exposed to research at the community college level. In addition, Early Childhood Education students rarely get to observe how research is used to shape the work in their field. YC students will benefit from this rare opportunity to be involved in many levels of research, from planning and literature review to running human subjects and data analysis. Students who participate in PSY / SOC 299 will be able to add a vast amount of research experience to their academic vitae. Future students will benefit from the knowledge gained by the professors involved that will enrich their learning experience of these topics within the classroom.
- **Benefits to the College Community.** Publication of this project will increase awareness in the academic community of the expanding reputation of Yavapai College as a college which contributes to empirical research. Upon culmination of the project, the researchers will be able to deliver knowledge gained to other faculty at the Winter 2015 Institute as well as to the faculty and staff of the FEC. In addition, information on this research can be delivered to students enrolled in

Research Opportunities for Community College Students (Bio 194 & Chem 194) as well as Research for the Social and Behavioral Sciences (PSY / SOC 290).

- **National Markets or Profit Centers.** N/A
- **Resulting Products.** The goal of this research will be a published article in a reputable journal with the behavioral sciences under the institution of Yavapai College.

### **Benefits to the Employee**

- The project will enhance my professional development through publication and experience. As of now, my research publications consist only of teaching materials within the American Sociological Association's *Guide to Teaching* in 2005, a social work textbook credit in 2007, and both my master's thesis in 2002 and doctoral dissertation in 2008. Publishing this article in a reputable journal will enhance my personal reputation as a researcher within my discipline. All of the courses I teach emphasize the role of environment on an individual. I see myself, and by extension my students, light up when I talk about my research projects. My students will benefit as I share with them this new research on the role of the FEC on a child's executive functions.

### **Service History**

- Fall 2007 – Present (Fall 2013) as a full-time faculty. To date, I have 6.5 years off full-time service at Yavapai College.

## **Additional Resources Required**

- This project may require some time from individuals in TeLS on the initial set-up and operation of the video equipment necessary.
- Hardware and software necessary is currently obtained with the exception of the video camera(s) and accessories (to be borrowed from TeLS).

Resources will include:

- Video Camera(s) (no more than 2)
- Audio / Video cables
- USB adaptor to A/V cables for compatibility with personal laptop
- USB adaptor to transfer digital video files from camera to laptop
- Video software for viewing and playback
- Personal laptops
- Internet connections at office and home
- SPSS software for data analysis
- Microsoft Office Applications (Access, Excel, Word, Power Point)

## References

- First Things First. (2013). *First Things First Early Childhood Summit. Building Strong Systems*. Phoenix, Arizona.
- Galinsky, E. (2010). *Mind in the making: The seven essential life skills every child needs*. New York, NY: HarperCollins.
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- Mischel, W., Ebbesen, E.B., & Zeiss, R. A. (1972). Cognitive and attentional mechanisms in delay of gratification. *Journal of personality and social psychology*, 21(2), 204.

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O'hara, M. W., & Swain, A. M. (1996). Rates and risk of postpartum depression-a meta-analysis. *International review of psychiatry*, 8(1), 37-54.

Abuse, S. (2000). Mental Health Administration (SAMHSA). Treatment Episode Data Set (TEDS). Highlights 2002. National Admissions to Substance Abuse Treatment Services.

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#### Helpful Videos:

A short video on executive functions: [http://youtu.be/efCq\\_vHUMqs](http://youtu.be/efCq_vHUMqs)

A brief video on toxic stress: [http://youtu.be/\\_BqtFYEC1Yk](http://youtu.be/_BqtFYEC1Yk)

A ten-minute video on the Family Enrichment Center. Created by First Things First, AZ:  
[http://www.youtube.com/watch?v=xdmv4arJrAo&feature=share&list=FLR2YSqrCfe5Hn\\_uCRw7hl9ag](http://www.youtube.com/watch?v=xdmv4arJrAo&feature=share&list=FLR2YSqrCfe5Hn_uCRw7hl9ag)

### Application

#### I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

| Due Date                                      |  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | Date                            | Signature                  |
|---|--|---|---|---------------------------------|----------------------------|
| Oct. 15                                       | Division Dean  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 10/15/13                        | Scott J. [Signature] Email |
| Nov. 1  | Pro Gro  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 11/22/13                        | Shirley Mason / BKN        |
| Dec. 1  | Campus Dean  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | Pls. See above Scott Farnsworth |                            |
| Dec 15  | VP / Provost   | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 12/16/13                        | [Signature]                |
| Jan. 15                                       | President  | <input checked="" type="checkbox"/> Support | <input type="checkbox"/> Do Not Support | 12/17/13                        | P. Willis                  |
| Within 1 week                                 | President notifies applicants of recommendation one week prior to submission to Board.         |   |   |                                 |                            |
| March 15                                      | Board Action   | <input type="checkbox"/> Approved           | <input type="checkbox"/> Not Approved   |                                 |                            |
| Within 48 hrs                                 | Board Secretary Notifies Recipients 48 hrs. after Board Decision                               |   |   |                                 |                            |
| April 1                                       | President Notifies Recipients in Writing   |   |   |                                 |                            |
| Within 2 weeks of notification from President | Recipient accepts/rejects in writing to President  |   |   |                                 |                            |
| Nov. 1, following year                        | Recipient submits written report to Provost (copy to ProGro). May be asked to present to Board |   |   |                                 |                            |

#### II. Submission of Application

- The faculty applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.
- The faculty applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Faculty Policy 2.7.3 and the Intellectual Property Policy 2.3.1.

Signature of Applicant

*John B. Baker*

Date:

10-31-13

**III. Faculty Acceptance Agreement:**

- I agree to return to Yavapai College and resume my duties for a period of two years immediately following my sabbatical leave.
- If the sabbatical is for one-half year, I will return to the College for the remainder of the contract year along with the two-year requirement.
- If I do not return to my college employment, I understand I will be required to reimburse the College for all salary and benefits received during the sabbatical leave.
- I also agree to submit a written report and make a presentation by November 1 of the year following the sabbatical, to the President and Governing Board of the activities completed while on my sabbatical.
- I understand that if I fail to carry out the purposes and activities for which the leave was granted, disciplinary action may be initiated.
- I agree that Yavapai College will have appropriate access to all sabbatical related research materials pursuant to the Yavapai College Intellectual Property Policy.
- I agree to comply with any additional conditions specified below:

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**College Commitment to Sabbatical  
(to be completed by supervisor)**

| COLLEGE COMMITMENT                                      | COST AND SOURCE OF SUPPORT             |
|---|--|
| Salary to employee for the period of the sabbatical:    | \$ 31,755.50                           |
| Replacement plan and cost:                              | \$ 10,970.10<br>using current FY Rate. |
| Hardware, software or other support required:<br>(list) | \$ <del>1000</del> 3609 <sup>00</sup>  |
| Staff support required:                                 | \$ 0                                   |

 10/31/13  
Supervisor Date

\_\_\_\_\_  
Campus Dean Date

Sabbatical Travel Cost Estimates and Reimbursement Requests:

| Item  | Cost           |
|---|----------------|
| Flight from PHX - NYC   | \$330          |
| Subway, bus and train costs   | \$ 45          |
| Hotels (@ \$60 per day, current listing on travel form) x 10 nights | \$600          |
| <b>Total for NY</b>   | <b>\$975</b>   |
|   |                |
| LA hotels, \$60 x 5   | \$300          |
| Albuquerque hotels, \$60 x 3  | \$180          |
| Tucson hotels, \$60 x 3   | \$180          |
| <b>Total for other US hotels</b>                                    | <b>\$660</b>   |
|   |                |
| Added trip to South Dakota, en route to NY                          |                |
| Flight add on cost  | \$230          |
| Hotels, \$60 x 2  | \$120          |
| <b>Total for South Dakota add on</b>                                | <b>\$350</b>   |
|   |                |
| Costs for England History of Science Portion                        |                |
| Flight, from NYC to London  | \$682          |
| Hotels or B & B, \$60 x 12  | \$720          |
| London buses and subway   | \$30           |
| London to Cambridge   | \$30           |
| London to Lyme Regis  | \$127          |
| London to Downe   | \$10           |
| <b>Total Estimated flight, hotel and travel</b>                     | <b>\$1,599</b> |

The above does not calculate in (1) gas and (2) additional food costs. Travel to schools, fossil sites and museums in LA, Tucson, Albuquerque, Mesa, and Flagstaff will add on a conservative 4,000 miles on my personal vehicle. Additional food costs, would likely be around \$15 per day, beyond what I would spend at home, or 35 x \$15 or \$525. I would request food cost reimbursements of \$525, but at the lowest priority for any reimbursements. As for gas, I will keep track of my mileage and place it onto my personal taxes for 2015.

Prioritized requests for reimbursements:

Priority one:

Travel to NYC and hotels in LA, Albuquerque and Tucson: \$1,635

Priority two:

Travel to England, travel within England and Hotels or B & B: \$1,599

Priorty three: Added trip to Sougt Dakota, flight and hotel: \$350

Priority four: estimated additional food costs: \$525

Jeb Bevers

Biology Department

Science and Health Division

Prescott Campus

Title

Science Outreach Education, Survey and Comparative Analysis of the Milk Creek Fossil Faunas of Arizona, and the early history of Evolutionary Biology

Proposed Sabbatical Dates: Spring 2015

## Project Description

This proposed sabbatical application has three overlapping and related goals and outcomes. The **first** goal is to make increased outreach efforts to provide educational materials to the greater Yavapai County community and, as I am able to, for other communities in Arizona. These outreach efforts will focus on talks to K-12 schools in Yavapai County; a presentation at the local Geology Club meetings in the downtown library; an open forum discussion for the public on the YC campus, with classroom spaces permitting this; a possible presentation and activity at an Arizona Science Teachers Association meeting; and development of a website for public use on paleontological information in Arizona. The **second** goal is to use the sabbatical to increase surveys and collection of local vertebrate fossil sites; make increased comparisons of other representative fossil collections held in several museums within and outside of Arizona; and perform morphological, taxonomic and biogeographic analysis on the fossil collections. The **third** goal is to visit and examine historic sites where Charles Darwin and Alfred Russell Wallace and other early figures central to biology, geology, and paleontology grew up and developed many of their concepts. This would require a week and a half visit to southern and central England.

The goals of this project will be worked on as indicated below:

### Part I. Science Educational Outreach

- 1) I will visit and present talks to schools in Yavapai County over the paleontological resources and fossil history of Arizona. I have been a member of the Education and Outreach Committee for the Society of Vertebrate Paleontology since 2006 and have answered public inquiries over paleontological related questions for the past seven years now. I have also presented a few talks on the Milk Creek fossil materials and paleontology to some PUSD grade schools. I would plan to enlarge this and present brief talks to several school district in Yavapai County. I could give two to three talks per day at the same or at another nearby school. If the time frame permits, I will volunteer to give a presentation at a state education meeting for interested teachers. This aspect of the project will entail several days of preparation and two to three weeks of travel time throughout Yavapai County, depending upon the number of schools that express an interest in this. I plan to develop either a follow up talk or questionnaire that will evaluate the effectiveness of these talks with student learning in some key science concepts. I will try and apply this information to an education poster presentation at the Society of Vertebrate Paleontology in a subsequent year.
- 2) I plan to present a few general interest talks, with a focus on the fauna of the Milk Creek site and Arizona paleontology to the public in Yavapai County on the Prescott and Verde campus. I will propose a similar talk of this topic to the local Geology Club which meets monthly at the downtown Prescott Public Library and will present one or more talks, open to the public at the Prescott and Verde Campus. The Geology Club also has field trips and I would like to invite

interested public members to tour the Milk Creek site if they are interested. I have also been invited to present a talk to students and faculty at the College of Osteopathic School of Medicine in Westbury, New York, which is near New York City.

3) I plan to develop a website, with a Yavapai College acknowledgement and a link that has information for the general public, educators, and students of all ages on paleontology and related science in Arizona. This website will have many cross links to other related websites, which I have been using as a member of the Outreach and Education Committee of the Society of Vertebrate Paleontology for the past 7 years.

## Part II. Paleontological Field and Comparative Museum Research

4) I plan to have an increased effort on surveys and collection of material from the Milk Creek formation, late Miocene. This formation actually has several localities, all of them within Yavapai County. Over the past seven years I have ranged from 6 to 20 days of survey and collection work per year at these localities. This has involved both extensive personal time and many of my biology 105 course students on an all day excursion with real time experience in field survey techniques, collection methodologies and palaeoecological interpretation of the material. Even with this time spent at various localities, new material is always eroding out of these sediments.

The largest of these localities extend for dozens of square miles in area and I do not feel that an adequate amount of time has been devoted to a systematic assessment of the material throughout this area. I would conduct field surveys and collections for between 25 and 30 days during this sabbatical. This would in essence double my usual time for this during the entire year. I would also plan to do some brief surveys, of perhaps 3 to 10 days total duration, of four other fossil sites, one in eastern Yavapai County, one in southeastern Yavapai County, one in eastern Mojave County and one in Navajo County.

5) Collaborate with local geologists on stratigraphic analysis of the Milk Creek formation. Collect data to support the number of fossil bearing horizons in the formation, the relative dating of these horizons, and the extent of these horizons. The best description of the Milk Creek formation (Honey 1974) supports only one fossil bearing horizon. Over the past three years I have observed material that supports at least a modest amount of preservation in two other horizons of the Milk Creek formation. I plan to survey these in more detail and will try to enlist the collaboration of at least two others for this. One would be Beth Boyd, the geology instructor at the Prescott campus. The other individual is Michael Woodburne, retired professor from the University of California at Riverside, who currently resides in Flagstaff, Arizona. I was fortunate to meet Dr. Woodburne in June of 2010, while on the Society of Vertebrate Paleontology field symposium in the John Day Basin of Oregon. Michael indicated an interest in coming out to lend a hand with the stratigraphy of the Milk Creek formation.

6) Visit several museums, both regional and national, for comparative studies and analysis of Milk Creek formation fossils and to examine other mammalian fossil taxa from Arizona. Though I am currently the only holder of a federal permit for survey and collection of vertebrate fossil material on Milk Creek, many other individuals and institutions have made collections of Milk Creek material in previous decades. I have briefly examined the material held at the Museum of Northern Arizona in Flagstaff, Sharlot Hall Museum in Prescott, and the Mesa Museum of Natural History in Mesa. In addition, holdings of Milk Creek material also exist at the University of Arizona in Tucson. The most extensive collection is housed at the American Museum of Natural History in New York, which I was able to examine, all too briefly, for 2 days with a prior professional growth award. I plan to spend approximately four weeks comparing the specimens at these collections for both a comprehensive faunal list of the Milk Creek formation and morphological comparisons of some of the fauna, especially the camels, horses, and carnivores.

7) Visit museums for biogeographic studies to compare Milk Creek formation fossils with the Barstow formation material (California) and Tesuque formation material (New Mexico) of comparable age. My colleague Darrin Pagnac, a paleontologist at the South Dakota School of Mines and Technology, has indicated the importance of biogeographic comparisons between the Milk Creek, Barstow formation in California and New Mexico sites of similar age. While visiting museums in Arizona, California and New Mexico I intend to cross reference fauna from these sites.

8) Visit some other field sites being worked on outside of the Milk Creek formation and discuss with paleontologists the methodologies that they have been using and the taxa they have been locating and paleoecological interpretations of the sites. Likely spots include Escalante National Monument, where Dave Gillespie of the Museum of Northern Arizona works in the summer season; Black Canyon City, AZ, where Robert McCord has been working; the Barstow formation in the Mojave Desert of California; Petrified National Forest where William Parker has been working; and fossil beds in South Dakota where Darrin Pagnac is currently working.

### Part III. Early History of Evolutionary Biology, Geology and Paleontology

9) Evolutionary biology is central to all of biology and is either a major theme or connecting concept to all the courses which I instruct. It was a major focus for my doctoral research (population biology and microevolution of pikas or rock rabbits, *Ochotona princeps*, on Mount St. Helens, WA). I have always had an interest in the history of our Earth, and have had an increasing interest in human history in understanding ourselves and place in this universe. Mid-19<sup>th</sup> century England was a pivotal time and location, in terms of important players, for development of unifying concepts within the fields of biology, geology and paleontology. Some of the major people involved with this our household names, at least in science: Charles Lyell (geology), Mary Anning (paleontology), Charles Darwin, Alfred Russell Wallace and Thomas Huxley (biology). I would plan to conduct a brief tour of several areas where many of these

individuals lived and developed their understanding of the natural sciences. The four locations in southern or central England which I plan to visit include: London, Lyme Regis, Downe, and Cambridge. The town of Downe, England, approximately 30 miles from London, has the former Darwin family house, where Charles Darwin developed many of his ideas and writings. It is currently a museum and English Heritage site. London is home to the Royal Scientific Society where many publications and important discussions first originated, plus the British Museum of Natural History. Lyme Regis was an important early focal point for the development of paleontology and also a World Heritage site known as the Jurassic coast, due to its prolific marine fossils. Visits to these four locations will require 12 days of efforts. In this time, I would document (via photographs and notes) a huge amount of history important to my field and to the students I instruct, in an area not much larger than Yavapai County.

The public outreach goals that I am confident will be completed are talks to students and teachers in several school districts within Yavapai County, talks open to the general public at the local geology club meeting and likely two of our campuses, and development of an educational website for the public, educators and students devoted to Arizona paleontological information. I will try to give a presentation at a state teacher's association meeting, but do not know if the scheduling will be successful. On the research end of this proposal I am confident that several of the goals will be accomplished. These would include, enlarged and more systematic surveys and specimen collections from the Milk Creek formation; both taxonomic and physical comparisons between Milk Creek material from all regional museums in Arizona and from the American Museum of Natural History in NYC. The biogeographic cross references and morphological comparisons between fauna at other sites of similar age in the southwest will be dependent upon time constraints after the comprehensive examination of Milk Creek material has been made. The compilation, and cross referencing of Milk Creek collections across the country will be the most comprehensive inventory of this resource, in our own county, ever made since collections began in the 1950's. Much of the surveys and data collection will not immediately result in papers for publication, though analysis of the results, in that fall and succeeding year, should likely be so. More likely, the data collected will be useful for a talk or poster presentation in the Society of Vertebrate Paleontology meetings in the fall of 2015 or 2016. The visitation of historic sites in southern England will be dependent upon either partial YC Foundation support, or entirely upon personal expenditures, which I will need to assess at the time if I can afford.

### **What Will Be Accomplished during the Sabbatical Time Frame**

1) I will visit and give presentations on fossils and science related topics to between 20 to 60 classes in Yavapai County. My presentations will include at least 3 school districts in Yavapai County. This aspect of the project will entail several days of preparation and two to three weeks of local travel time. If the time frame permits, I will volunteer to give a presentation at the state education meetings for interested teachers. These presentations, correspondence with local teachers and information could assist local teachers and students in higher scores on the science

exams. I may use this information as an education presentation at the Society of Vertebrate Paleontology in a subsequent year.

|  |   |  |  |
|--|---|--|--|
| Time needed to setup and develop visits to schools | Number of days devoted to visiting schools and giving presentations | Number of classes visited (at least 2 per day, maximum likely 4) | Number of K-12 <sup>th</sup> grade students that will be directly involved in the outreach effort from Yavapai College (estimating 30 per class) |
| 3 days   | 10-15   | 20-60  | 600-1800   |

|   |                                  |   |
|---|----------------------------------|---|
| Location of other public talks                    | Days to prepare and present talk | Groups of people who might attend and estimated numbers |
| Prescott Main campus                              | 2                                | General public and faculty and staff – 20-60            |
| Verde campus                                      | 1                                | General public and faculty and staff – 20-60            |
| The College of Osteopathic Medicine, Westbury, NY | 2                                | Students and faculty – 20-40                            |
| AZ science teachers meeting                       | 2                                | Teachers – 15-40  |
| Prescott Geology Club                             | 3 – including field trip         | General public, geologic interests, 20-60 people        |

2) I will have between 25 to 30 days of surveys on the Milk Creek fossil site. This should result in both a greater systematic description of the fossil resources at Milk Creek localities and a significant number of fossil materials added to the YC collection. Generally I locate 1 to 2 scientifically interesting pieces per trip to Milk Creek, so this should add between 30 and upwards of 60 new fossil pieces to the YC collection. A complete description of this material (including specific bones and likely taxa), collected during this time frame, will be presented to the YC governing board. The additional time will also permit wider ranges of surveys, which may locate new fossil localities and document, if found, new fossil horizons in the Milk Creek formation.

In addition, I intend to conduct brief surveys of three or four other fossil sites (4 to 7 days) in northern Arizona and will report on what material I may locate at these sites. No collections will be made at these sites, unless I obtain a permit for doing so. But a detailed description and assessment of the fossil material will be completed and presented to the YC governing board.

3) If I am able to enlist some local geologists in a collaborative effort in refining the stratigraphy of the Milk Creek formation I will include a copy of the findings to the YC governing board. This information will be included in a general paleontological write up on the Milk Creek formation. I cannot guarantee that this will be accomplished, but if I have assistance from local geologists, then a more refined assessment of the geology should occur.

4) During the sabbatical period I will be able to examine fossil collections from several museums. This will accomplish several data collecting goals. (1) Build the most comprehensive picture of Milk Creek formation taxa ever assembled. (2) Complete a comparison of the biogeographic variations of late Miocene mammalian fauna in the southwestern US, using three localities (Milk Creek (AZ), Barstow (CA), and Tesuque (NM)). (3) Construct a review of mammalian fauna from several sites in northern Arizona.

The museums, days required, and collections I expect to have visited to gather the above data include:

| Museum/Collection  | Time Frame For Visit | Fossil formation for Specimens  |  |
|--|----------------------|---|--|
| Museum of Northern Arizona   | 2-3 days             | Milk Creek, Wikieup   |  |
| Mesa Museum of Natural History   | 2-3 days             | Milk Creek, Wikieup   |  |
| Sharlot Hall Museum  | 2-3 days             | Milk Creek  |  |
| Paige Museum   | 2 days               | Barstow,  |  |
| LA County Museum   | 2 days               | Barstow   |  |
| UC Riverside?  | 1 day                | Barstow   |  |
| American Museum of Natural History, NY and a talk at the College of Osteopathic Medicine | 8 days               | Milk Creek, Barstow, Wikieup, Tesuque, other mammals for comparative anatomy    |  |
| New Mexico Museum of Natural History   | 2 days               | Tesuque   |  |
| University of New Mexico, Mammal Collection  | 1 days               | Mammals for comparative anatomy comparison                                      |  |
| University of Arizona, Paleontology Collection   | 3 days               | Milk Creek and other Arizona fossils and recent mammals for comparative anatomy |  |

5) Visits to other local field sites in northern Arizona and possibly outside of Arizona. Some of these visits will be in conjunction with paleontologists to discuss the methodologies, fauna, and scientific value of the material at the sites.

Likely spots include Escalante National Monument, where Dave Gillespie of the Museum of Northern Arizona works in the summer season; Black Canyon City, where Robert McCord is working; the Barstow formation in the Mojave Desert of California; Petrified Forest National Park where William Parker has been working; and fossil beds in South Dakota where Darrin Pagnac is currently working and White Cone in northern Arizona on the Navajo Tribal Lands.

| Site                           | Time frame | People/resource                               |
|--------------------------------|------------|---|
| Escalante National Monument    | 2          | Dave Gillespie/Cretaceous fossils             |
| Barstow Formation              | 1-2        | Miocene mammals, similar to Milk Creek age    |
| Petrified Forest National Park | 1          | William Parker/Triassic fossils               |
| Badlands, South Dakota         | 2          | Darrin Pagnac, expert in Miocene mammals      |
| Black Canyon City              | 1-2        | Robert McCord, Mesa Museum of Natural History |
| White Cone                     | 1-2        | Navajo Tribal Lands                           |

6) Visits to historic sites important in the fields of biology, geology and paleontology. I would be able to visit a large number of museums, libraries a World Heritage Sites and an English Heritage site, which figure strongly in conceptual development of these fields. The personal experiences, photographic documentation, and notes I will take will be of use to students in all my courses at Yavapai College. They would also be of interest to several faculty in the Biology and Geology Departments. I would also consider that these notes and photos will be of use to the website which I will develop on paleontology and science and I may be able to develop this into a publication for a scientific or popular journal.

Specific historic documents and collections are indicated along with the relevant historic figures and locations. Though there are many other localities, the four listed, London, Downe, Cambridge, and Lyme Regis have some of the most extensive original manuscripts and specimen collections available. Locations, sites and estimated needed time to access, note and photograph material from these sites in southern England are as follows:

| Location        | Site                       | Historic Figure        | Type of materials related to this figure                           |
|-----------------|----------------------------|------------------------|--|
| London, England | Linnaean Society of London | Alfred Russell Wallace | Eight notebooks, sketches, letters, a manuscript and a python skin |

|                    |  |                        |   |
|--------------------|--|------------------------|---|
|                    | British Library                            | Alfred Russell Wallace | Manuscripts of seven books and letters to Wallace from Darwin, Huxley and Hooker  |
|                    | Natural History Museum                     | Alfred Russell Wallace | An extensive collection of all organism groups which Wallace collected, including insects, shells, amphibians, birds and mammals from the Amazon and the West Indies (Indonesia)  |
|                    | Linnaean Society of London                 | Charles Darwin         | Location for the joint presentation of the theory of natural selection by Darwin and Wallace  |
|                    | Natural History Museum                     | Charles Darwin         | Contains 100's of specimens collected by Darwin on the HMS Beagle and the largest collection of Darwin's published writings, including many handwritten notes.  |
|                    | Public Record's Office, Kew Gardens        | Robert FitzRoy         | Contains documents written by captain FitzRoy who commanded the HMS Beagle when Darwin was aboard   |
| Cambridge, England | University of Cambridge, Library           | Charles Darwin         | Contains many original notes and letters from Darwin on the Beagle and between family and friends. Also some photographs of family and two of the surviving sketchbooks that Conrad Martens, who sailed with Darwin on the Beagle made. |
|                    | University of Cambridge, Museum of Zoology | Alfred Russell Wallace | Contains a number of bird specimens, including five of Wallace's birds of paradise skins  |
|                    | University of Cambridge, Herbarium         | Alfred Russell Wallace | Contains fern specimens collected by Wallace  |
|                    | Sedgewick Museum                           | Charles Darwin         | Display and collection of some geological specimens   |

|                      |                                   |                |   |
|----------------------|-----------------------------------|----------------|---|
|                      |                                   |                | which Darwin collected on the Beagle  |
| Downe, Kent, England | Down House                        | Charles Darwin | Residence of Darwin and his family. Now a museum with many of Darwin's collections and original papers.                             |
| Lyme Regis, England  | Philpot Museum and Jurassic Coast | Mary Anning    | Contains original materials collected by Mary Anning and other early paleontologists along the Jurassic Coast (World Heritage Site) |

Locations and estimated days spent in each researching historic materials, specimens, original documents:

London – 4

Cambridge – 3

Lyme Regis – 2

Downe – 2

### Relevance of the Research

This project could have positive results on two of the Yavapai College Three Year Strategic Planning Goal initiatives. It would increase my own expertise and depth in understanding and analyzing paleontological resources, which will result in increased understanding and appreciation of these resources for my students, particularly students in Bio 105 and Bio 182 courses that I instruct. This would support the quality and education of instruction goal (goal number 2) in the strategic planning initiative. The history of science aspect will add relevant materials to all of my courses and help increase student's personal understanding of historic events and conditions. My science outreach plan to give talks to local school districts in Yavapai County will support an increase in partnerships with Yavapai County High Schools, (which is part G of goal 5). The development of a fossil information website, noting Yavapai College, will increase public and community outreach for the college.

The work at Milk Creek has already benefitted YC students in real life experiences and hands on learning with a paleontological field site. In addition to use in Bio 105 and Bio 182 lecture concepts, I had two students working in the Directed Research, Paleontology focus this during

the spring of 2013 and have four students interested in this for the spring of 2014. Of the two students that worked with me on the Milk Creek material this past spring, one is now pursuing a degree in geology, with a paleontology focus at Montana State University and the other is working on his degree in Wildlife Science at NAU. Additional research on Milk Creek and other fossil sites will increase the information which I can present to students and potentially provide additional lab activities for students in Bio 100, Bio 105 and Bio 182. I believe that a lab activity on comparative anatomy and one on taxonomy could result from this work. Another possibility is that surveys of additional sites could open up other field opportunities or related activities for students in Bio 105 courses.

My presentations to local school groups will increase awareness of our fossil resources for our younger students who represent the future of our college community. Some of the information I gather and the research data analysis could result in a public display to be added to building four, highlighting Arizona fossil resources and paleoenvironments. I would be happy to present this information to the board and to other faculty or at a faculty seminar. In addition I will present this information to the local Geology Club which meets once per month at the Prescott Library.

The products that will result from this work will likely yield presentations at scientific and public meetings; one, or more, scientific publications; and possibly an article in a regional or national magazine on Arizona fossils. The last item would entail private intellectual property. I would permit Yavapai College to have access to any articles that I write out of this project, whether in a scientific journal or a commercial magazine. I could leave these articles on our biology website for downloading, if the college is interested.

### **Benefits to the Employee**

This work will increase my information knowledge base and expertise in the areas of paleontology, comparative morphology, field localities and methodologies, and palaeoecology of the southwest. All of these will reinforce and benefit my teaching in these topics in several classes. The main use of this information will be in Bio 182 and Bio 105, though I can use some of this material in Bio 100 courses and also, in terms of anatomical methodologies, in Bio 156.

I also intend to use this as a building block for professional presentations and publications on this material. Though I've been working on this in my spare time, it does require a greater amount of focus to work on analysis and results of this fossil material in order to publish and present on it. Additional papers on morphological analysis and compilations and comparisons with Milk Creek collections in museums in and outside of Arizona, will require additional time. Another paper could be developed on the historic sites visit to southern England.

Contacts, work and potential collaborations with other researchers on various fossil sites and at museums will help build on my professional contacts. This will increase my knowledge of fossil methodologies and perhaps produce some good information that may result in additional papers or information for students.

**A final word on one potential alternate goal:**

If I am given a sabbatical to pursue several of the above goals, I will also begin pursuit of one additional goal. In the fall of 2011 I worked on a Fulbright Scholar grant which permitted me to instruct a course on Ecology, Conservation Biology and Environmental Education in Asuncion, Paraguay. This was not a Sabbatical, but additional work, which involved an approved leave under the faculty workload which was in place at the time. During my application for the Fulbright Scholar Program I also applied for and was approved for the Fulbright Specialist Program listing. I am currently on the Fulbright Specialist roster and will remain so through 2015. This program is for shorter duration grants on teaching and research (specifically environmental science, for my listing) lasting between 3-6 weeks. If I end up obtaining a sponsorship for this, during the time frame of my sabbatical, this then would become one of my goals and I will end up reducing other goals, within the time frame of the sabbatical. The highest priority for my other goals would remain as follows: (1) science outreach talks to K-12<sup>th</sup> grade schools, (2) comparisons and data collection of fossil material at other museums, and (3) surveys of Milk Creek materials. The potential for a Fulbright Specialist grant does exist, but it is not certain. I will keep the administration and board informed of this, if it should occur.

**Service History**

The following information was pulled from your HR file regarding employment:

- 2003-2004 Probationary Faculty
- 2004-2005 Probationary Faculty
- 2005-2006 Probationary Faculty
- 2006-2007 Continuing Faculty
- 2007-2008 Continuing Faculty
- 2008-2009 Continuing Faculty
- 2009-2010 Continuing Faculty
- 2010-2011 Continuing Faculty
- 2011-2012 Continuing Faculty

Thanks,

Kelli L. Jones  
H.R. Assistant  
Yavapai College  
(928)776-2217

**Additional Resources Required**

I would require the use of some lab prep space – likely a table in the prep room – from time to time. I would also use my office space, computer, rulers, calipers, and storage cabinet space.

## References

Honey, J. G. 1974. Stratigraphy and Sedimentation of the Milk Creek Formation. M. S. Thesis, University of Arizona. 186 p.

Honey, J. G. and Taylor, B. E. 1978. A Generic Revision of the Protolabidini (Mammalia, Camelidae) with a Description of Two New Protolabidines. Bull. Amer. Mus. Nat. Hist. 161 (3): 367-426.

Lindsay, E. H. and Tessman, N. T. 1974. Cenozoic Vertebrate Localities and Faunas in Arizona. J. Ariz. Acad. Sci. 9: 3-24

Pagnac, D. 2005. New Camels (Mammalia: Artiodactyla) from the Barstow Formation (Middle Miocene), San Bernadino County, California. Paleo Bios. 25 (2): 19-31.

Rivals, F., Muhlbachler, M. C., Solounias, N., Mol, D., Semprebon, G. M., de Vos, J., and Kalthoff, D. C. 2010. Palaeoecology of the Mammoth Stepee Fauna from the Late Pleistocen of the North Sea and Alaska: Separating Species Preferences from Geographic Influence in Paleocological dentalwear analysis. Palaeogeography, Palaeoclimatology, Palaeoecology. 286: 42-54.

Woodburne, M. O., Tedford, R. H., Stevens, M. S., and Tauper. B/ E/ 1974. Early Miocene Mammalian Faunas, Mojave Desert, California. J. Paleont. 48(1): 6-26.

My 5th-6th grade teacher is very interested. Please contact him directly. Kyle Zierke [kzierke@kirklandaz.org](mailto:kzierke@kirklandaz.org).

Thank You,

Michelle Perey  
District Administrator  
Kirkland School

*Michelle Perey*  
*Administrator*  
*Kirkland Elementary School District #23*  
*928.442.3258*

*Bevers, Jeb*

Actions

To:

[mperey@kirklandaz.org](mailto:mperey@kirklandaz.org)

*sent from*

Tuesday, October 29, 2013 2:48 PM

Dear Ms. Perey;

I am a biology professor at Yavapai College with a special interest and background in paleontology. I hold a B.S., M.S. and Ph.D. in biology and have instructed students varying from grade school to post graduate level at universities. I am working on a sabbatical application through Yavapai College for the spring of 2015. A part of the sabbatical would include several weeks (15-20 days) of direct contact and presentations on science, focused on paleontology, to local students in Yavapai County. Sherry Baca (NCAMSC Director) indicated that I should contact Curriculum Coordinators and Principals, such as yourself, in the local school districts.

General topics which I would present on would include dinosaurs (everyone's favorite), trilobites, ancient mammals in Arizona and how you conduct field paleontology. I bring in some fossils and replicas to show students while giving the talk and answer a lot of questions. In addition to the presentation, I would like to have the teachers give a short pre and post talk quiz. I would not require any student's names for this, just their grade levels, and would plan to use this information for a potential education presentation at the Society of Vertebrate Paleontology.

Let me know what you think and who you might suggest contacting about this.

Best regards,

Jeb Bevers  
Biology Dept.  
Yavapai College  
1100 E. Sheldon St.  
Prescott, AZ 86303  
jeb\_bevers@yc.edu  
928-771-7617

Hi Jeb!

Thank you for your interest in Chino Valley Schools. I am forwarding your email to our principals who can ascertain levels of interest from their teaching staff.

They will respond directly to you. I have listed their email on the address line. One thing they will want to know is what grade levels you are targeting.

The names of the principals:

Del Rio Elementary, Principal Susan Clark grades 1-4

Heritage Middle School, Principal Mardi Read, grades 5-8

Chino Valley High School, Principal Wes Brownfield, grades 9-12.

Have a GREAT day!

Cindy

Cindy J. Daniels

Assistant Superintendent

Chino Valley Unified School District #51

650 E. Center Street

Chino Valley, AZ 86323

Office: 928-636-2458 x 5415

Fax: 928-636-1434

[cdaniels@chinovalleyschools.com](mailto:cdaniels@chinovalleyschools.com)

My 5th-6th grade teacher is very interested. Please contact him directly. Kyle Zierke [kzierke@kirklandaz.org](mailto:kzierke@kirklandaz.org).

Thank You,

Michelle Perey  
District Administrator  
Kirkland School

*Michelle Perey*  
*Administrator*  
*Kirkland Elementary School District #23*  
*928.442.3258*

*Bevers, Jeb*

Actions

To:  
[mperey@kirklandaz.org](mailto:mperey@kirklandaz.org)  
*Sent from:*

Tuesday, October 29, 2013 2:48 PM

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Let me know what you think and who you might suggest contacting about this.

Best regards,

Jeb Bevers  
Biology Dept.  
Yavapai College  
1100 E. Sheldon St.  
Prescott, AZ 86303  
jeb\_bevers@yc.edu  
928-771-7617

Hi Jeb,

The Central Arizona Geology Club would be delighted to have you speak in 2015. While I plan long ahead, that is further out than even I have looked (I am currently looking for a replacement speaker for this upcoming meeting in February.)

Field trips are always enjoyed by the group, and we usually get a turnout of 20+ people depending on the hiking difficulty. Our trip last month, which included a rather long hike (turned out to be 8 miles) up O'Leary Peak, had 24 hearty souls attend. We have gotten more people for shorter walks, so if you are thinking of a field trip you should plan on a big group.

Harry and I actually met you several years ago at the Petrified Forest at the vertebrate paleontology Darwin-Lincoln 100th birthday party; Beth may have introduced us.

Add us to your sabbatical proposal. The club would be interested in learning about the local vertebrate fossils. By the way, Harry and I found some camel bone fragments in the Glassford Hill eruption sediments at the Walmart parking lot off 69.

Best wishes,

Debbie

Harry & Debbie Allen  
928-443-5421  
debbieallen@cableone.net  
centralarizonageologyclub.blogspot.com

On Oct 30, 2013, at 10:30 PM, jbevers@juno.com wrote:

Hi Debbie,

I work at Yavapai College as a biology professor and have been working at a fossil site, Milk Creek, since 2007. Beth Boyd is the person who first put me in touch with this locality. I have made a number of collections from this site since then, using a permit from the NFS. I have also been a member of the Society of Vertebrate Paleontology since this time and am currently working on a sabbatical proposal for the spring of 2015.

My proposal has three major parts. 1. additional surveys and morphologic comparisons and compilations of Milk Creek material with other museums. 2. An education outreach component on science and paleontology. 3. Some history of science research into the original collections and manuscripts by Darwin, Wallace and other biological and geological conceptual drivers from the 19th century.

The main reason I am writing you today is to find out if you would be interested in my giving a talk on the Milk Creek material and related fossil fauna this next spring at the library and to lead a field trip to this locality for interested members. I am trying to put into place any potential interest for this in my sabbatical proposal. The main educational outreach component will go to local K-12 schools in Yavapai County, but I am also trying to give some public talks to a wider, and older, audience as well.

Please let me know if this is of interest in the spring of 2015.

Best regards,

Jeb Bevers  
Biology Dept.  
Yavapai College  
1100 E. Sheldon St.  
Prescott, AZ 86301  
jeb\_bevers@yc.edu

## Full - time Staff Sabbatical Application

### I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

| Due Date                                      | Supervisor   | Support                           | Do Not Support                        | Date     | Signature           |
|---|--|-----------------------------------|---------------------------------------|----------|---------------------|
| Oct. 15                                       | Supervisor   | Support                           | Do Not Support                        |          |                     |
| Nov. 1  | Director   | Support                           | Do Not Support                        |          |                     |
| Dec. 1  | Division Dean  | Support                           | Do Not Support                        | 10/28/13 | see attached letter |
| Dec 15  | VP / Provost   | Support                           | Do Not Support                        | 1-8-13   | [Signature]         |
| Jan. 15                                       | President  | Support                           | Do Not Support                        | 1-9-14   | F. Wells            |
| Within 1 week                                 | President notifies applicants of recommendation one week prior to submission to Board. |                                   |                                       |          |                     |
| March 15                                      | Board Action   | <input type="checkbox"/> Approved | <input type="checkbox"/> Not Approved |          |                     |
| Within 48 hrs                                 | Board Secretary Notifies Recipients 48 hrs. after Board Decision                       |                                   |                                       |          |                     |
| April 1                                       | President Notifies Recipients in Writing   |                                   |                                       |          |                     |
| Within 2 weeks of notification from President | Recipient accepts/rejects in writing to President                                      |                                   |                                       |          |                     |
| Nov. 1, following year                        | Recipient submits written report to Provost. May be asked to present to Board          |                                   |                                       |          |                     |

### II. Submission of Application

- The staff applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.
- The staff applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Staff Policy 2.8.3.

# MEMO

**TO:** Dr. Stuart Blacklaw  
**FROM:** Barb Wing  
**DATE:** December 2, 2013

Support  
JB

According to Yavapai College Policy 2.8.3 (attached) professional staff and administrators are eligible to apply for a sabbatical leave of absence after six continuous years of full-time service to the College in a professional status. Attached you will find a letter of application for a sabbatical leave from Jeni Johnson, Manager of Instructional Support and Improvement. Stacey Hilton has endorsed this application via a letter of recommendation, which is also attached.

Jeni is pursuing her Master's Degree in Educational Leadership at Northern Arizona University and is requesting a sabbatical leave to complete course work in her degree program. Jeni and Stacey have discussed a plan for how to manage Jeni's responsibilities in the event that this sabbatical request is approved.

While it has not been common practice for professional staff to take sabbatical leaves, Jeni is certainly deserving of this opportunity. She has been an exemplary employee and a significant performer throughout her career. While the sabbatical request and Stacey's recommendation were directed to me during my interim role, I thought it was more appropriate for this request to be directed to you for review and consideration.

October 28, 2013

Ms. Barbara Wing  
Interim Vice President Instruction & Student Services  
Yavapai College  
1100 E. Sheldon Street  
Prescott, AZ 86301

Subject: Letter of Sabbatical Recommendation for Jenyl Johnson

Dear Barbara:

It is with great pleasure that I provide a recommendation of Ms. Jenyl Johnson while she applies for a sabbatical for professional staff. I've had the privilege of working directly with Jenyl during the past two years and indirectly for the past thirteen years as we've worked with academic systems at Yavapai College.

Jenyl is working toward her Masters in Educational Leadership at Northern Arizona University. She received her Bachelor's Degree in Business Information Systems from Bellevue University. She has worked at Yavapai College for the past 24 years advancing in a variety of roles. Jenyl's current role is the Instructional Support Manager for the Instructional Support & Improvement Department at Yavapai College.

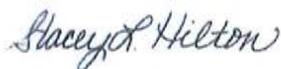
Jenyl has invested her professional career at Yavapai College and has advanced her way through divisions, academic systems, business processes, and student system modules. While many faculty are awarded sabbaticals to continue their education, it would be an honor to award a professional staff employee the ability to complete her Masters at NAU. The completion of her Masters would allow opportunity for growth at the college. As her current supervisor, that growth would be a huge benefit to the institution.

Jenyl provides both technical and functional support to users of the Banner Student Administrative applications in the areas of security access, problem resolutions, system support, system testing and development and implementation of training. She analyzes the academic systems and implements continuous improvement functionality throughout the systems. She also serves as the primary resource to assist staff, faculty, and students in the use of academic systems. The types of systems include DegreeWorks, Curriculum Development, Faculty Load Processing, Report Access, Room Scheduling, and various other Banner student system modules.

As a supervisor, Jenyl manages the staff in the Instructional Support & Improvement Department as related to curriculum development & maintenance, faculty payroll processing, and academic web pages.

Jenyl is always available to analyze issues that may arise, provide excellent feedback and alternative solutions to a problem. Jenyl has stated she would be available to the department and direct reports on an as needed basis. I am confident that the department would continue to move forward while Jenyl completes her Master's program. Jenyl encompasses motivation, an ability to overcome challenges, a strong work ethic, and the leadership qualities that will ameliorate any college campus. I strongly encourage you to award this opportunity to Jenyl Johnson.

Sincerely,



Stacey L. Hilton  
Dean, Instructional Support & Improvement, Yavapai College

Jenyl Johnson  
7840 N Siesta Sunset Lane  
Prescott Valley, AZ 86315  
928.778.6378

October 21, 2013

Ms. Stacey Hilton  
Dean, Instructional Support & Improvement  
Yavapai College  
1100 E Sheldon Street  
Prescott, AZ 86301

RE: Policy Number 2.8.3 – Sabbaticals for Professional Staff and Administrators

Dear Stacey:

According to YC policy 2.8.3, professional staff is eligible to apply for a professional leave of absence (sabbatical) after six continuous years of full-time service to the College for study or project work in relation to the high priority strategic direction of the College or for other intellectual development pursuits.

I have been employed full-time at Yavapai College since December 4, 1989. This year will mark my 24<sup>th</sup> anniversary with the institution. Throughout my career, I have continually participated in professional development opportunities to enhance my skills set to provide the College with the best possible employee work ethic and performance possible. I have held several different positions within the organization, beginning as a student employee in curriculum (1987-89), to my first full-time position as an instructional administrative assistant, and finally arriving in my current position as the Manager of Instructional Support and Improvement. I have had the pleasure of working in instruction, student services and marketing. I have played in integral role in the implementation of our student information system (Banner), degree audit system (Degree Works), and our room scheduling software (25Live). In my current position I am managing the curriculum process, faculty payroll and credentialing, academic website and continue to monitor and improve our academic systems.

In accordance with the above policy, I am requesting a professional leave of absence (sabbatical) from July 1, 2014 to December 31, 2014. This request is for one-half of my annual assignment and I am requesting to maintain my salary and benefits. I understand that I will not accumulate sick or vacation days during my sabbatical. I would like to utilize these six months to complete my Masters in Educational Leadership at Northern Arizona University and to have the opportunity to thoroughly review the Banner and Degree Works documentation and future upgrade plans to ensure that Yavapai College is utilizing these academic software systems to their fullest capacity and ability.

To ensure our department continues to provide the upmost services and support, I would propose that I spend 1-2 days per week in my office. Other days I will be available via email and/or telephone for any consultations and/or assistance that the department and/or my direct reports will need. I have a genuine commitment to Yavapai College and the mission of the institution. My goal as an employee has continually been to support the institution internally and within the community. When I return from my leave, I will bring back to the institution and my position a fresh perspective in my leadership role, from my education completion, and new ideas and proposals to ensure the College fully utilizes our software systems.

I appreciate your consideration of my request for this professional leave.

Sincerely,



Jenyl Johnson  
Manager, Instructional Support & Improvement

Attached: Policy 2.8.3 and Current Vitae

**Policy Number: 2.8.3**

**Title: Sabbaticals for Professional Staff and Administrators**

**Effective Date: January 25, 2000**

**Scope: Full-Time Staff**

### **Policy**

Professional staff and Administrators are eligible to apply for a professional leave of absence (sabbatical) after six continuous years of full-time service to the College in a professional or, previously, faculty status, or after six continuous years since the last sabbatical. The purpose of the sabbatical will be for study or project work in relation to high priority strategic directions of the College or for other intellectual developmental pursuits. Granting of sabbaticals will be based on budget, staffing and programmatic limitations.

Employees granted a sabbatical leave for one-half their annual assignment will be eligible for salary equal to 100 percent of their normal salary for the period of the sabbatical, plus applicable employee benefits, to include: FICA, life, health, dental, LTD and retirement contributions. Sick and vacation leave do not continue to accrue during the sabbatical period. Accumulated days of sick leave will not be reduced as a result of illness during the sabbatical. For a full year sabbatical leave, the employee will be eligible for 60% of normal salary plus benefits.

Professional staff and Administrators granted a sabbatical leave are required to return to the College and resume duties for a period of two years immediately following the year of the sabbatical. If the sabbatical is for one-half year, unless excused by the College President, the employee must return to the College for the remainder of the year along with the two-year requirement noted above.

Upon return, the employee may be assigned to other duties than those assigned when he/she took the sabbatical, but with no loss of pay or benefits. This will be agreed to in writing and will be a part of the application process. Following the sabbatical, if the employee does not fulfill this obligation, they will be required to make repayment of salary and benefit costs incurred by the College during the sabbatical period. The College reserves the right to terminate the employment arrangement, releasing them from the two-year requirement.

### **Procedure**

A letter of application for sabbatical should be made to the employee's supervisor and each successive supervisor, including the Executive Dean, must approve the application and indicate, in writing, their support. The Executive Dean will recommend approval or non-approval of the sabbatical to the President by January 1 of the year preceding the fiscal year of the requested sabbatical. If the applicant reports directly to the President, the application will be submitted directly to the President.



**COMPREHENSIVE  
ANNUAL  
FINANCIAL  
REPORT**

**For the fiscal year  
ended June 30, 2013**

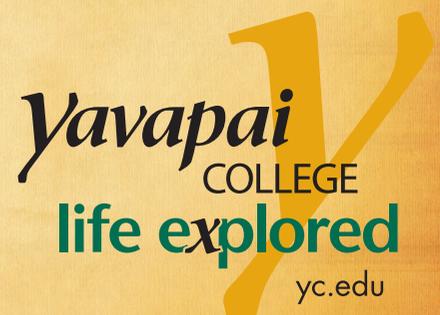
**PRESCOTT**

**VERDE VALLEY**

**PRESCOTT VALLEY**

**CHINO VALLEY**

**SEDONA**



**COMPREHENSIVE**  
**ANNUAL**  
**FINANCIAL**  
**REPORT**

*Published and distributed by*

**The Office of Business Services**

Yavapai College  
1100 East Sheldon Street  
Prescott, Arizona 86301  
[www.yc.edu](http://www.yc.edu)

For the fiscal year  
ended June 30, 2013



**Yavapai County Community College District  
Comprehensive Annual Financial Report  
Fiscal Year Ended June 30, 2013**

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# INTRODUCTORY SECTION



December 10, 2013

The District Governing Board of Yavapai County Community College District:

The Comprehensive Annual Financial Report (CAFR) of the Yavapai County Community College District (the "District"), Prescott, Arizona for the fiscal year ended June 30, 2013, is submitted herewith.

Responsibility for both the accuracy of the presented data and the completeness and fairness of the presentation, including all disclosures, rests with the District. To the best of our knowledge and belief, the enclosed data is accurate in all material respects and are reported in a manner designed to present fairly the financial position and results of operations of the District. All disclosures necessary to enable the reader to gain an understanding of the District's financial activities have been included. Please read the management's discussion and analysis in conjunction with the Vice President of Finance and Administrative Services and Director of Business Services/Controller's transmittal letter.

This report is prepared in accordance with generally accepted accounting principles (GAAP) and in conformance with standards of financial reporting as established by the Government Accounting Standards Board (GASB) using the guidelines as recommended by the Government Finance Officers Association of the United States and Canada (GFOA).

The District is required to undergo a single audit in conformity with the provisions of the Single Audit Act Amendments of 1996; the U.S. Office of Management and Budget Circular A-133; and Government Auditing Standards issued by the Comptroller General of the United States. Information related to this report, including the Schedule of Expenditures of Federal Awards and auditors' reports on internal controls and compliance with applicable laws and regulations will be available at a future date by contacting the Vice President of Finance and Administrative Services.

### **THE REPORTING ENTITY**

The District is an independent reporting entity within the criteria established by GAAP and the GASB. Although the District shares the same geographic boundaries with Yavapai County, financial accountability over all activities related to public community college education in Yavapai County is exercised solely by the District. In accordance with GASB Statement No. 39, the financial reporting entity consists of a primary reporting entity and its component units. The District is a primary government because it is a special-purpose political subdivision that has a separately elected governing body, is legally separate, and is fiscally independent of other state and local governments.

The accompanying financial statements present the activities of the District and its component unit, the Yavapai College Foundation (Foundation). The Foundation is a legally separate, tax-exempt organization. Although the District does not control the timing or amount of receipts from the Foundation, the Foundation's restricted resources can only be used by, or for the benefit of, the District. Consequently, the Foundation is considered a component unit of the District and is discretely presented in the District's financial statements.

## **HISTORY**

The District was established in 1966 under the Arizona Community College Law of 1966. During the first year of instruction, 1969-70, classes were held at various sites in Prescott. The first buildings were dedicated in February, 1970 on 100 acres in Prescott that were once part of historic Fort Whipple. To better serve the growing communities on the east side of Yavapai County, the Verde Valley Campus was established in 1975 on 120 acres in Clarkdale. Yavapai College education centers are located in Chino Valley, Prescott Valley, Sedona, and Cordes Junction, and include the Career & Technical Education Center, located near the Prescott Airport. Extension sites throughout the county complete the Yavapai District mosaic.

The District is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and has been throughout its history. In March 2013, the District went through a full reaccreditation by the Higher Learning Commission and its status was reaffirmed with no recommendations reported. The next reaccreditation will be in ten years.

## **SERVICE AREA**

Yavapai County, named for the Yavapai Native Americans ("Yavapai" means "The People of the Sun") is a land of extremes with a blend of the Old West and the contemporary. Yavapai County, one of the state's oldest counties, was among the original four counties created when Arizona was still a territory. The provisional seat of the Arizona territorial government was established at Fort Whipple on January 22, 1864. Yavapai County offers many local attractions ranging from natural to cultural to educational. Scenic pine forests provide year-round recreational opportunities. Museums, monuments, and rodeos reflect Arizona's tribal and territorial past.

The District serves a diverse student population in a rural area covering approximately 8,123 square miles (which is larger than the state of Massachusetts) with the 2012 estimated population (provided by the US Census Bureau) of 212,637 and a population density of 26 people per square mile.

## **ECONOMIC OUTLOOK**

Yavapai County is located in the west central portion of the state. Its boundaries include the incorporated cities and towns of Camp Verde, Chino Valley, Clarkdale, Cottonwood,

Dewey-Humboldt, Jerome, Prescott, Prescott Valley, and Sedona. The larger unincorporated areas of the county include the communities of Ashfork, Bagdad, Black Canyon City, Congress, Crown King, Mayer, Paulden, Seligman, and Yarnell. Small business, light industry, service trades, ranching, mining, and tourism all contribute to the economy of Yavapai County. A growing retiree population will continue to produce population growth in Yavapai County over the next decade.

The State's economy has picked up some since the prior year but growth is still at a slower rate than the past long-term trend rate. The consensus among Arizona economists continues to be for slow and slightly improved growth over the next couple of years. Population growth is an important factor to grow the economy in Arizona and it is well below average.

Yavapai County's economic condition is consistent with the state. Property taxes provide the majority of funding for the District. We expect the growth in total assessed values to increase slightly into next fiscal year and the primary property tax levy to increase moderately due to new construction. The housing market continues to improve with less inventory on the market and an increase in new construction permits. Continued improvement in the housing market is expected but at a slower rate than in the past.

The District's funding from the state has stabilized over the last several years and is currently less than 2% of the total operating budget. The state's budget health continues to improve and the District is not expecting any significant funding changes in the foreseeable future.

## **MAJOR PROGRAM INITIATIVES**

Yavapai College has made strides during the past year in the areas of capital improvements, enrollment, and student achievement.

### **Capital Improvement Projects/Planned Maintenance**

The District completed a major renovation of the buildings on the Verde Valley campus in the fall of 2012. The project was funded from the District's Future Capital Projects Accumulation account. In conjunction with this renovation the District built a new central plant/warehouse on the Verde Valley campus. It was completed in early 2013 and the plant will provide all of the cooling and heating for the Verde Valley campus. The project was funded with a combination of pledged revenue obligation proceeds and the District's Future Capital Projects Accumulation monies.

The District is in the process of completing a major renovation of the Kachina and Marapai residence halls on the Prescott campus. Improvements include new heating and cooling units, new roofs, new floor coverings, interior and exterior paint, new furniture, extensive landscaping, renovated common areas and various ADA upgrades. Most of the project is being funded with revenue bond proceeds.

The District contracted with an architect and engineering company to assist with the development of a ten year Master Plan. The company will develop, with the assistance of the District, a master site plan for each of the campuses/centers and will include facility, infrastructure and land development improvements to accommodate projected growth over the next ten years. The master site plans will be used to develop a ten year Capital Improvement Plan for the District.

## **Enrollment**

The fiscal year was characterized by steady enrollment with more than 15,000 students attending credit and non-credit classes. Individual programs with double digit FTSE enrollment increases include Administration of Justice, Agriculture, Business, Creative Writing, Fire Science, Gunsmithing, Industrial Plant Technology and Video Game Development.

## **Student Achievement**

Student accomplishments continue to be our most important gauge of success. Four students were named to the 2013 All-Arizona Academic Team. All-Arizona Academic Team members receive tuition waivers to an Arizona University of their choice, courtesy of the Arizona Board of Regents. A total of 1,309 students earned degrees or certificates which represents an increase of 11% over the previous year. Throughout the course of the academic year, 46 students graduated from the Northern Arizona Regional Training Academy, 103 students received an Emergency Medical Technician certificate, and 96 students completed all requirements of the Nursing Program. In addition, approximately 156 students completed studies and passed the exam to earn a high school equivalency diploma.

## **FUTURE PROGRAM INITIATIVES**

The District is offering three new associate degrees beginning in the fall of 2013. The Aviation Technology degree prepares students for careers in aviation as helicopter or airplane pilots, flight service specialists, dispatchers, instructors, and unmanned aircraft operators. The main purpose of the new Emergency Management Applications degree is to cover the needs of emergency management professionals, addressing the various aspects of natural and human caused disasters. Lastly, the Associate of Applied Science degree in Health Information Technology will prepare students to work in traditional and non-traditional leadership and supporting roles in health care settings in Health Information Management.

Beginning in the fall of 2013 the District began offering several new certificates including Exercise Science/Sports Medicine, Fire Science Community Risk Manager, Fire Science Officer/Manager and a Fitness Trainer/Instructor certificate. These new certificate programs will prepare students for various careers in these industries through a combination of lecture, group discussion and hands on skill building experiences.

Academic program reviews will be performed in all instructional degree and certificate programs.

## **FINANCIAL INFORMATION**

Effective management of these funds through internal controls, budgetary controls, cash management, and financial reporting fulfills the District's responsibilities for stewardship, safeguarding of assets, and accountability to resource providers.

### **Internal Controls**

In developing and evaluating the District's accounting system, consideration is given to the adequacy of internal controls. Internal controls are designed to provide reasonable, but not absolute assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and that the evaluation of costs and benefits requires estimates and judgments from management.

All internal control evaluations occur within the above framework. We believe that the District's internal controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

### **Budgetary Controls**

The District maintains budgetary controls in the form of detailed budgets and budget transfer restrictions by fund, department and account. On a monthly basis the District presents various financial reports to the District Governing Board including a report of revenues, expenditures and budgets by fund, a narrative discussing budget deviations by fund and a report comparing the current reserve levels to the District's required reserves. The objective of these budgetary controls is to ensure compliance with the annual budget and to fulfill the requirements of the District Governing Board's monitoring reports.

The District complies with state statutes requiring that a report of the District's adopted budget be published annually with the prescribed format as required by the State of Arizona, Office of the Auditor General. The District also demonstrates compliance by issuance of an annual budgeted expenditure limitation report that is examined by the Office of the Auditor General. The expenditure limitation calculation determines the maximum allowable expenditure supported by state appropriations and property tax levies.

### **Cash Management**

The District is governed by the Arizona Revised Statutes relating to the overall investment of idle public funds. The fiduciary responsibility of such investments is entrusted to the

District Governing Board and facilitated through the Vice President of Finance and Administrative Services.

The District invests idle funds in a prudent, conservative, and secure manner for the highest yield as prescribed by Arizona Revised Statutes. The District has maintained a cash-forecasting program to obtain the highest yield on idle cash. The principal investment vehicle used during the fiscal year has been the County Treasurer's investment pool and a collateralized savings account with Wells Fargo. Both have provided the District with safe liquid investments.

## **Financial Reporting**

The Comprehensive Annual Financial Report (CAFR) for the District was formulated with data from several sources including District records and the Yavapai County Treasurer and Assessor Offices. These statements present information on the financial condition of the District and determine whether resources were adequate to cover the costs of providing services during the reporting period. The District's CAFR is distributed to the District Governing Board and executive management, Federal and State agencies, and financial institutions, as well as others throughout the general public. Internal management reports are customized and provided to meet the information and decision-making needs at all levels of the organization and to aid management in the allocation of resources.

The Notes to the Financial Statements are an integral part of this Comprehensive Annual Financial Report and should be read for a full understanding of the financial information presented within.

## **RISK MANAGEMENT**

The District maintains a full complement of insurance coverage in accordance with Arizona Revised Statutes. Liability coverage is carried on a broad basis, including errors and omissions and "wrongful acts" coverage and is maintained with the policy limits in excess of \$50,000,000. Property coverage is maintained on a replacement value basis in accordance with an agreed upon schedule of values. Additional coverage includes: auto fleet liability, crime and fidelity coverage, boiler and machinery insurance, workers' compensation, and student accident coverage.

District Finance, Human Resources and Facilities are dedicated to the risk management function and are actively working to minimize the cost of funding risks through the implementation of safety and loss procedures.

## **INDEPENDENT AUDIT**

The District utilizes the audit services of CliftonLarsonAllen to comply with Arizona Revised Statutes that require an annual audit of the District's financial statements. The Independent Auditor's Report is included in the CAFR. The District received an unqualified opinion.

## **GFOA CERTIFICATE OF ACHIEVEMENT**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Yavapai County Community College District for its comprehensive annual financial report for the fiscal year ended June 30, 2012. This was the thirteenth consecutive year that the District has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program requirements, and we are submitting it to the GFOA to determine its eligibility for another certificate.

## **ACKNOWLEDGEMENTS**

The preparation of this report could not be accomplished without the efficient and dedicated efforts of the Business Office staff. We would like to express our appreciation to all those who assisted in, and contributed to, the preparation of this report.

Respectfully submitted,



Clint Ewell  
Vice President of Finance and Administrative  
Services



Frank D'Angelo  
Director of Business Services/Controller



Government Finance Officers Association

**Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting**

Presented to

**Yavapai County  
Community College District  
Arizona**

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended

**June 30, 2012**

Executive Director/CEO

# **YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

## **PRINCIPAL OFFICERS**

June 30, 2013

### **DISTRICT GOVERNING BOARD**

Mr. Ray Sigafoos, *Chair, District 1*

Dr. Patricia McCarver, *Secretary, District 4*

Dr. Dale Fitzner, *District 5*

Mr. Robert Oliphant, *District 3*

Mr. Herald Harrington, *District 2*

### **PRESIDENT**

Dr. Penelope Wills

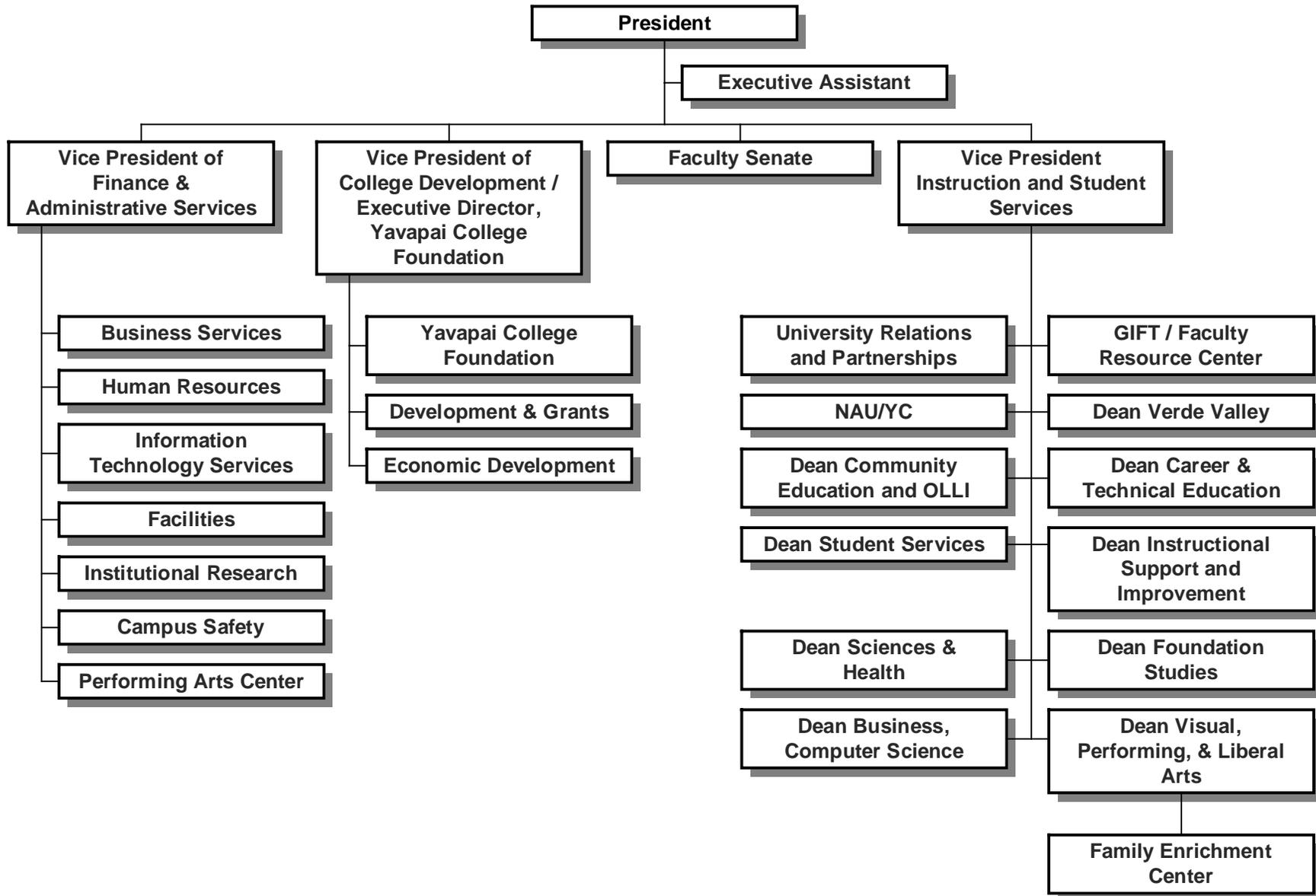
### **ADMINISTRATION**

Dr. Greg Gillespie, *Vice President of Instruction and Student Support Services*

Dr. Clint Ewell, *Vice President of Finance and Administrative Services*

# Yavapai County Community College District

## Organizational Chart as of June 30, 2013



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## INDEPENDENT AUDITORS' REPORT

The Auditor General of the State of Arizona  
Governing Board  
Yavapai County Community College District  
Prescott, Arizona

### **Report on the Financial Statements**

We have audited the accompanying financial statements of the business-type activities and discretely presented component unit of Yavapai County Community College District (the District), as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the discretely presented component unit. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the discretely presented component unit is based solely on the report of the other auditors. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The financial statements of the discretely presented component unit were not audited by the other auditors in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### ***Opinions***

In our opinion, based on our audit and the report of the other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and discretely presented component unit of Yavapai County Community College District as of June 30, 2013, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

### ***Other Matters***

#### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 15 through 22 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

The Auditor General of the State of Arizona  
Governing Board  
Yavapai County Community College District

*Supplementary and Other Information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Yavapai County Community College District's basic financial statements. The introductory and statistical sections listed in the table of contents are presented for purposes of additional analysis and are not required parts of the basic financial statements.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 10, 2013, on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.



Phoenix, Arizona  
December 10, 2013

**FINANCIAL  
SECTION**



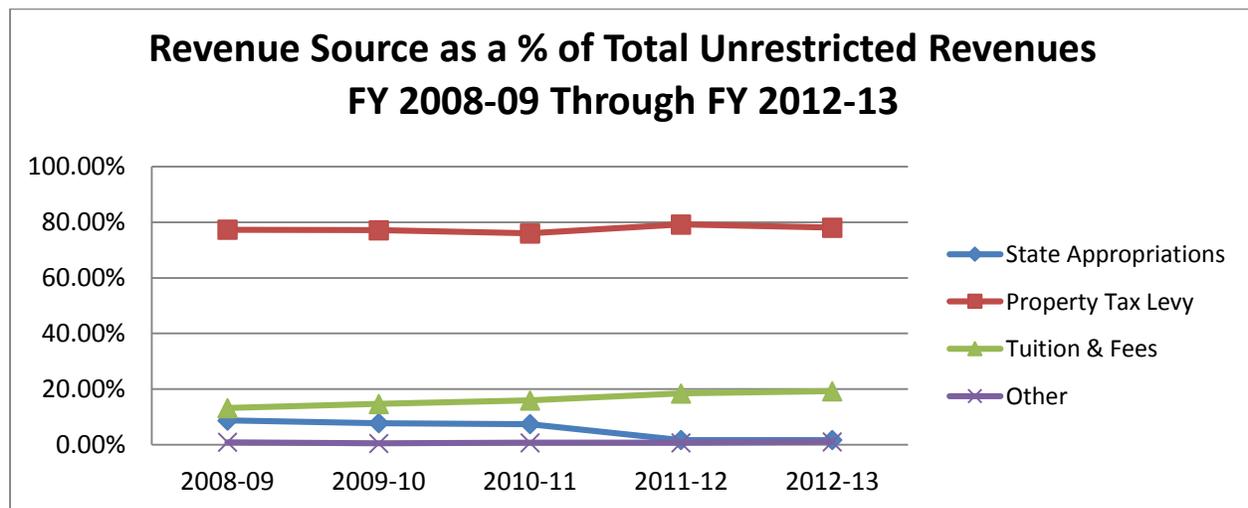
**MANAGEMENT’S DISCUSSION and ANALYSIS**

This section of the Yavapai County Community College District (the “District”), Comprehensive Annual Financial Report (CAFR) presents management’s discussion and analysis of the District’s financial performance during the fiscal year ended June 30, 2013. This management’s discussion and analysis is designed to focus on current activities, resulting change and current known facts. Please read it in conjunction with the Vice President of Administrative Services and Director of Business Services/Controller’s letter of transmittal beginning on page 1 and the basic financial statements beginning on page 23.

The accompanying financial statements present the activities of the District and its component unit, the Yavapai College Foundation (Foundation). The Foundation is a legally separate, tax-exempt organization. Although the District does not control the timing or amount of receipts from the Foundation, the Foundation’s restricted resources can only be used by, or for the benefit of, the District. Consequently, the Foundation is considered a component unit of the District and is discretely presented in the District’s financial statements.

**Financial Highlights**

Consistent with its mission to provide effective learning environments, instruction is the primary function of the District. Major funding sources supporting all functions include property taxes and tuition and fees. The District exercises primary and secondary tax levy authority for generation of funds for operating, capital equipment and improvements, and debt retirement purposes. Although total revenues have been increasing, in recent years the mix of funding sources has gradually been shifting.



Over the past five years, property taxes and tuition and fees as a percent of total revenues have generally risen while the proportionate share of state appropriations has

declined. Although the state's fiscal situation has been improving the District is not expecting its appropriation to increase significantly in the foreseeable future.

The assets of the District exceeded its liabilities at the close of the fiscal year by \$97,948,109. Of this amount, \$18,010,422 may be used to meet the District's ongoing obligations to provide educational services.

The District's net position increased from the prior year by \$12,238,677. Net investment in capital assets increased by \$10,251,049 (15.1%). Restricted net position decreased by \$42,692 (2.3%) and unrestricted net position increased by \$2,030,320 (12.7%).

The condensed financial information that follows highlights the main categories of the Statement of Net Position and the Statement of Revenues, Expenses, and Changes in Net Position.

### **Basic Financial Statements**

The basic financial statements consist of the following:

The Statement of Net Position reflects the financial position of the District at June 30, 2013. It shows the various assets owned or controlled, deferred outflows of resources, related liabilities and other obligations, deferred inflows of resources, and the various categories of net position. Net position is an accounting concept defined as the difference between 'assets and deferred outflows of resources' and 'liabilities and deferred inflows of resources'. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the District is improving or deteriorating.

The Statement of Revenues, Expenses, and Changes in Net Position reflects the results of operations for the fiscal year ended June 30, 2013. It shows the various revenues and expenses, both operating and nonoperating, reconciling the beginning net position amount to the ending net position amount. This is shown on the Statement of Net Position described above.

The Statement of Cash Flows reflects the cash inflows and outflows of cash and cash equivalents for the year ended June 30, 2013. It shows the various cash activities by type, reconciling the beginning cash and cash equivalents amount to the ending cash and cash equivalent amount – which is shown on the Statement of Net Position described above. In addition, this statement reconciles cash flows from operating activities to operating income/(loss) on the Statement of Revenues, Expenses, and Changes in Net Position described above.

### **Condensed Financial Information**

The condensed financial information below highlights the main categories of the Statement of Net Position. Assets are distinguished between capital and current or noncurrent assets and liabilities are distinguished between long-term liabilities and other liabilities. Net position is divided into three categories reflecting the institutional equity in assets by broad characteristics. In addition to the District's capital assets, the District

holds resources that have been restricted by external parties for specific programs or purposes. The remaining portion of net position is unrestricted and dedicated to the primary mission of the District.

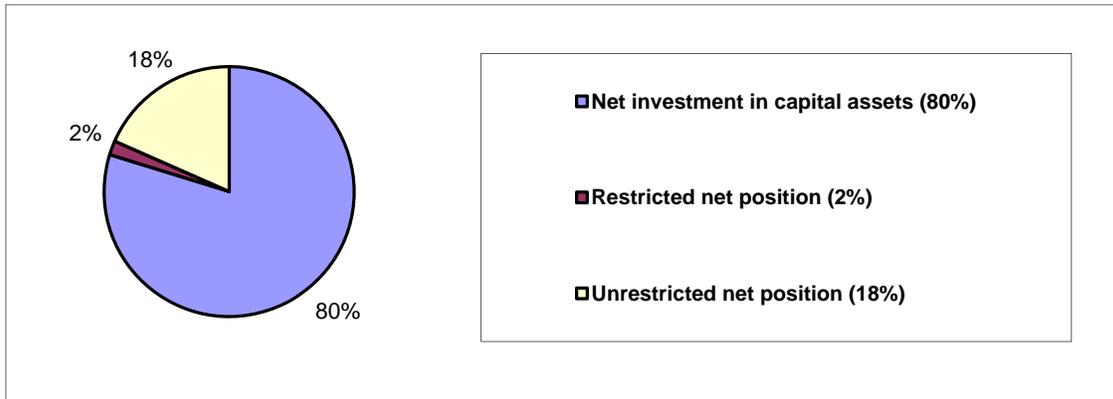
### Condensed Statement of Net Position

|  | <u>6/30/2013</u>    | <u>6/30/2012</u>    |
|--|---------------------|---------------------|
| <b>Assets:</b>                               |                     |                     |
| Current assets                               | \$ 27,817,333       | \$ 25,861,256       |
| Noncurrent assets, other than capital assets | 5,268,310           | 403,605             |
| Capital assets, net of depreciation          | <u>127,710,063</u>  | <u>120,442,188</u>  |
| Total assets                                 | <u>160,795,706</u>  | <u>146,707,049</u>  |
| <b>Liabilities:</b>                          |                     |                     |
| Other liabilities                            | 7,141,695           | 5,438,293           |
| Long-term liabilities                        | <u>55,705,902</u>   | <u>55,559,324</u>   |
| Total liabilities                            | <u>62,847,597</u>   | <u>60,997,617</u>   |
| <b>Net Position:</b>                         |                     |                     |
| Net investment in capital assets             | 78,147,428          | 67,896,379          |
| Restricted net position                      | 1,790,259           | 1,832,951           |
| Unrestricted net position                    | <u>18,010,422</u>   | <u>15,980,102</u>   |
| Total net position                           | <u>\$97,948,109</u> | <u>\$85,709,432</u> |

Current assets increased by \$1,956,077 as a result of increased accounts receivables related to the District's aviation programs and increased government grants receivables. The unspent proceeds from the issuance of revenue bonds caused the noncurrent assets, other than capital assets, to increase. The increase in capital assets, net of depreciation, was attributable to the increase in construction in progress, building renovations and equipment purchased during the fiscal year, offset by depreciation. The increase in other liabilities was accredited to an increase in general payables, including amounts owed to the District's aviation program partners, at year-end. The slight increase in long-term liabilities was a result of the issuance of revenue bonds, substantially off-set by principal payments made on capital leases, general obligation bonds and pledged revenue obligations.

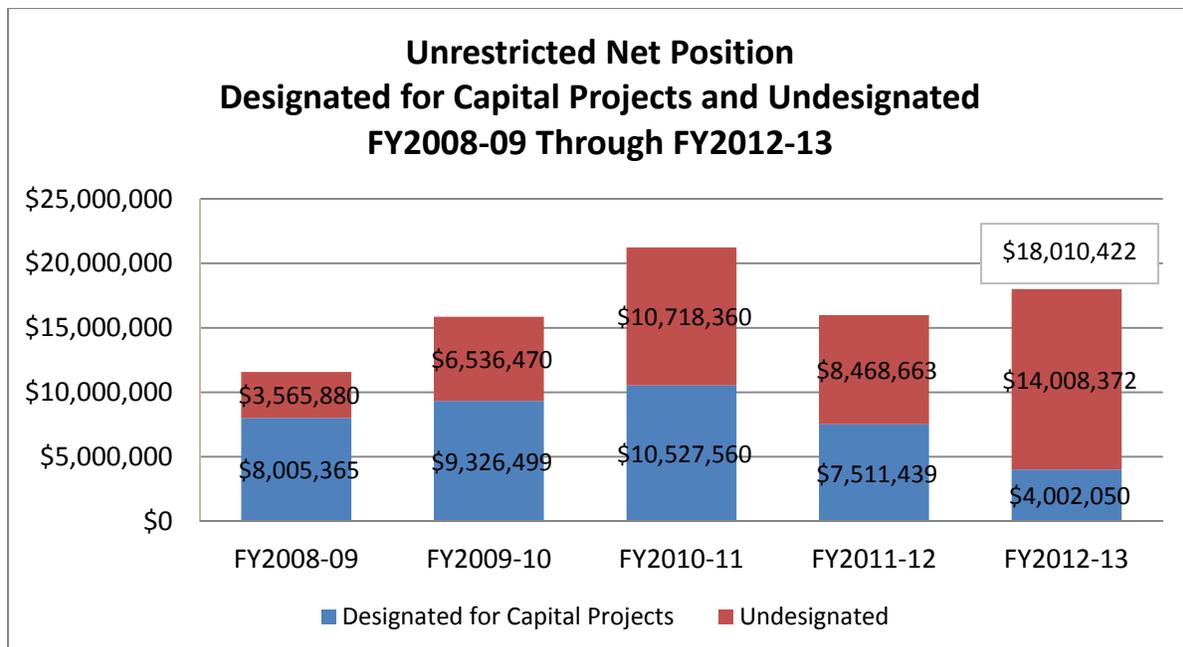
The District's net investment in capital assets increased by \$10,251,049 over the previous fiscal year. This increase was attributable to the addition of equity in the District's capital assets over the previous year. Restricted net position decreased from the prior fiscal year due to the use of carryforward balances in a number of grants. The increase in unrestricted net position was primarily attributed to the operating and facility contingency budgets which were not used during the fiscal year, a healthcare premium holiday in December, vacancy savings and the continuous efforts by departments to incorporate cost management practices in decision making.

## Net Position As of June 30, 2013



As noted earlier, net position reflects the financial position of the District. The largest portion of the District's net position (80 percent) reflects the investment in capital assets (e.g., land, buildings, improvements other than buildings, etc.), net of depreciation and less any related debt used to acquire those assets still outstanding. The District uses these assets to provide services to students; consequently, these assets are not available for future spending.

An additional portion of the District's net position (2 percent) represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position of \$18,010,422 may be used to meet the District's ongoing mission to the public. The District's Governing Board has designated a portion of the unrestricted net assets to be used for capital projects. The following graph illustrates the breakdown between designated and undesignated.



The condensed financial information below highlights the main categories of the Statement of Revenues, Expenses, and Changes in Net Position.

**Condensed Statement of Revenues, Expenses, and Changes in Net Position**

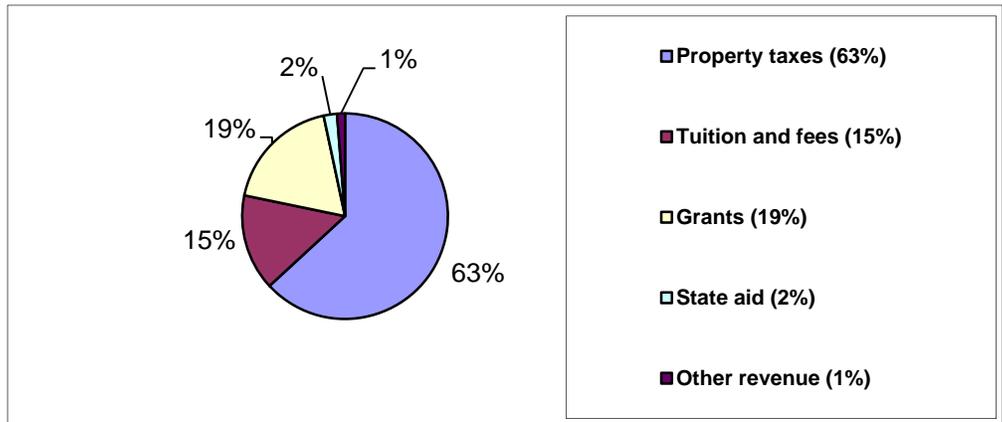
|   | <u>Year Ended</u>   |                     |
|---|---------------------|---------------------|
|   | <u>6/30/2013</u>    | <u>6/30/2012</u>    |
| <b>Revenues</b>   |                     |                     |
| Operating:  |                     |                     |
| Tuition and fees  | \$ 8,610,225        | \$ 7,749,248        |
| Other   | 2,371,101           | 1,865,799           |
| Nonoperating:   |                     |                     |
| Property taxes  | 45,270,751          | 43,701,144          |
| Government grants   | 13,332,275          | 11,892,501          |
| State aid   | 1,491,114           | 1,423,633           |
| Investment earnings   | 61,214              | 100,030             |
| Other   | 841,367             | 710,239             |
| Gain on disposal of capital assets                          | 2,432               | 17,477              |
| Total revenues  | <u>71,980,479</u>   | <u>67,460,071</u>   |
| <b>Expenses</b>   |                     |                     |
| Operating:  |                     |                     |
| Educational and general:                                    |                     |                     |
| Instruction   | 17,655,723          | 17,698,239          |
| Public service  | 1,319,994           | 468,221             |
| Academic support  | 4,114,700           | 5,506,885           |
| Student services  | 5,139,128           | 4,717,637           |
| Institutional support                                       | 8,161,909           | 8,322,159           |
| Operation and maintenance of plant                          | 5,847,012           | 5,658,989           |
| Scholarships  | 7,792,260           | 6,972,898           |
| Auxiliary enterprises                                       | 2,795,291           | 2,958,145           |
| Depreciation  | 5,113,014           | 4,964,260           |
| Other   | 68,974              | 42,246              |
| Total operating expenses                                    | <u>58,008,005</u>   | <u>57,309,679</u>   |
| Nonoperating  |                     |                     |
| Interest expense on debt                                    | <u>1,737,933</u>    | <u>1,533,223</u>    |
| Total expenses  | <u>59,745,938</u>   | <u>58,842,902</u>   |
| Income before other revenues,<br>expenses, gains, or losses | 12,234,541          | 8,617,169           |
| Capital grants and gifts                                    | <u>4,136</u>        | <u>505,035</u>      |
| Increase in net position                                    | 12,238,677          | 9,122,204           |
| Total net position, July 1                                  | <u>85,709,432</u>   | <u>76,587,228</u>   |
| <b>Total net position, June 30</b>                          | <u>\$97,948,109</u> | <u>\$85,709,432</u> |

Revenues are separated into two categories -- operating and nonoperating. For a description of the difference between operating and nonoperating, please refer to the Summary of Significant Accounting Policies (Note 1).

The District shows an operating loss reflective of the fact that three of the four main revenue sources -- property taxes, government grants and state aid -- are considered nonoperating revenues.

Tuition and fee revenues increased by 11.1% due to several factors including a 4.5% base tuition rate increase, the implementation of differentiated tuition including two new tuition tiers for higher cost programs, higher market based program tuition, and continued growth in the District's aviation program. Property taxes increased 3.6% due to an increase in the primary levy, strong collections of past due accounts and as a result of new construction. Lastly, government grants increased 12.1% due to more Pell grants being awarded and the new Department of Labor Linesman grant which is a three year grant awarded to several Arizona community colleges to strengthen and broaden the region's workforce in the growing energy and mining industries.

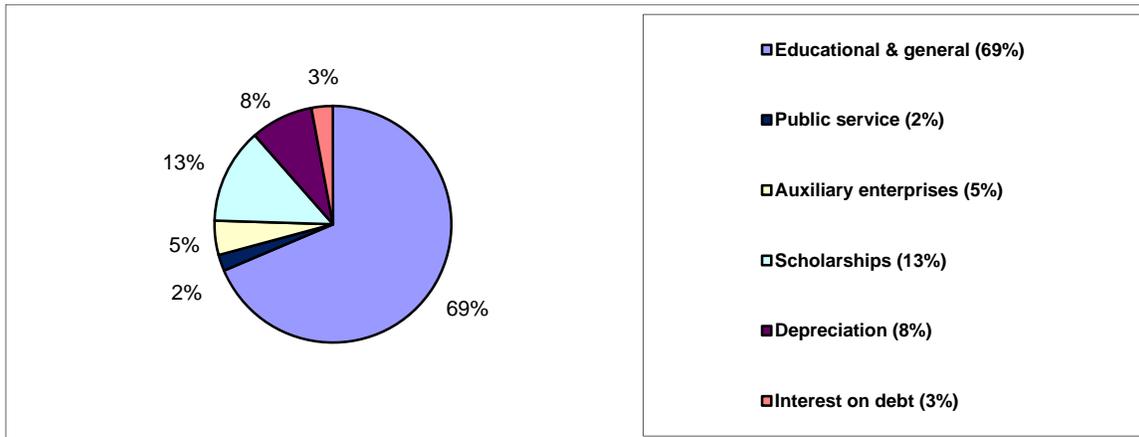
**Revenues by Source  
Fiscal Year 2013**



Depreciation expense is recorded in accordance with the adoption of the full accrual basis of accounting. The construction and acquisition of capital assets, although budgeted and tracked as an expenditure in the accounting system, is not reflected as an expense in these statements. Such transactions are reported as an asset with the systematic allocation of such costs expensed over the useful life of the asset constructed or acquired.

Overall, expenses increased over the previous fiscal year by \$903,036. The majority of this increase was due to increased Pell awards made to students. Moderate salary increases were substantially off-set by strategic reductions throughout the District. The large increase in public service expenses is a result of allocating facility and administrative overhead to the Performing Arts Center, for the first time, and moving Community Events from auxiliary enterprises to public service. Lastly, the large decrease in academic support expenses was due to significantly less information technology expenses being allocated from institutional support to academic support.

## Expenses by Function Fiscal Year 2013



### **Capital Assets and Debt Management**

The District completed several significant capital projects during the fiscal year including a complete renovation of the buildings on the Verde campus, a new central plant/warehouse on the Verde campus and a new Chilled Water Plant on the Prescott campus. The majority of the renovations to the Verde campus buildings were completed by the start of the fall 2012 semester. The Prescott campus Chilled Water Plant was completed at the beginning of the fiscal year and the Verde campus central plant/warehouse was completed in the second half of the fiscal year.

The buildings renovation project on the Verde campus was funded from the District's Future Capital Projects Accumulation account and the two chillers were funded with a combination of pledged revenue obligation proceeds and the District's Future Capital Projects Accumulation monies.

The District is in the process of completing a major renovation of the Kachina and Marapai residence halls on the Prescott campus. Most of the project is being funded with revenue bond proceeds as discussed below.

Equipment, along with all other capital assets (except land and construction in progress), is reported net of accumulated depreciation in accordance with the reporting standards issued by GASB. This has the effect of reducing the book value of capital assets. Depreciation totaled \$5,113,014 for the year and is shown as an operating expense on the Statement of Revenues, Expenses, and Changes in Net Position. Additional information on the District's capital assets can be found in Note 4 to the basic financial statements.

The District's general obligation bond debt issues are rated Aa2 by Moody's Investors Service and AA- by Standard & Poors. These high quality ratings are a result of the District's diverse tax base, solid financial policies and performance, including operating surpluses for the past several years and a low debt burden. The pledged revenue

obligations are rated A2 by Moody's Investors Service and A by Standard & Poors. During the fiscal year, there have been no adverse changes in credit ratings or debt limitations that may affect future financing for the District.

On June 13, 2013, the District issued \$5,000,000 of revenue bonds at a fixed interest rate of 2.45%. Bond proceeds are being used to pay the costs of renovating the Kachina and Marapai residence halls on the Prescott campus. Construction expenses include interior and exterior renovations, furnishing upgrades, and related site improvements. Final maturity of the bonds occurs in 2028.

During fiscal year 2012-13, the District added \$5,000,000 to its outstanding long-term debt and reduced it by \$4,914,095. Long-term debt outstanding at June 30, 2013, is as follows:

| <u>Description</u>                 | <u>Original Amount</u> | <u>Maturity Ranges</u> | <u>Interest Rates</u> | <u>Outstanding Principal</u> |
|------------------------------------|------------------------|------------------------|-----------------------|------------------------------|
| <b>General obligation bonds</b>    |                        |                        |                       |                              |
| Project of 2005-Series C           | \$ 19,500,000          | 7/1/13-14              | 5.00%                 | \$ 1,070,000                 |
| GO Refunding 2011                  | 9,640,000              | 7/1/13-21              | 3.00–5.00%            | 7,350,000                    |
| GO Refunding 2012                  | 28,450,000             | 7/1/13-24              | 2.00–4.25%            | 28,190,000                   |
| <b>Pledged revenue obligations</b> |                        |                        |                       |                              |
| Series 2011                        | 14,000,000             | 7/1/13-25              | 4.00–5.00%            | 12,185,000                   |
| <b>Revenue Bond</b>                |                        |                        |                       |                              |
| Series 2013                        | 5,000,000              | 7/1/14-28              | 2.45%                 | 5,000,000                    |
| <b>Capital leases</b>              |                        |                        |                       |                              |
| Various                            | 361,509                | 7/1/13-15              | 5.15%                 | 118,471                      |

Additional information on the District's outstanding debt can be found in Note 5 to the basic financial statements.

**Request for Information**

This discussion and analysis is designed to provide a general overview of the finances for the Yavapai County Community College District to all those with an interest in such matters. Questions concerning any of the information provided in this Comprehensive Annual Financial Report or requests for additional financial information should be addressed to the Office of Business Services, Yavapai College, 1100 East Sheldon Street, Prescott, AZ 86301.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Net Position - Primary Government  
June 30, 2013**

| <b>ASSETS:</b>  | <b>Business Type<br/>Activities</b> |
|---|-------------------------------------|
| <b>Current assets:</b>                                |                                     |
| Cash and cash equivalents                             | \$ 20,756,559                       |
| Receivables (net of allowances for uncollectibles)    |                                     |
| Accounts  | 2,723,820                           |
| Property taxes  | 1,304,542                           |
| Government grants and contracts                       | 1,078,048                           |
| Student loans, current portion                        | 190,513                             |
| Other   | 591,350                             |
| Prepaid expenses                                      | 397,188                             |
| Deferred charges                                      | 775,313                             |
| Total current assets                                  | <u>27,817,333</u>                   |
| <b>Noncurrent assets:</b>                             |                                     |
| Restricted assets:                                    |                                     |
| Cash and cash equivalents held by trustee             | 4,960,500                           |
| Property taxes (net of allowances for uncollectibles) | 165,816                             |
| Student loans receivable                              | 137,618                             |
| Other receivables                                     | 4,376                               |
| Capital assets, not being depreciated                 | 8,931,430                           |
| Capital assets, being depreciated, net                | 118,778,633                         |
| Total noncurrent assets                               | <u>132,978,373</u>                  |
| Total assets  | <u>160,795,706</u>                  |
| <b>LIABILITIES:</b>                                   |                                     |
| <b>Current liabilities:</b>                           |                                     |
| Accounts payable                                      | 4,183,742                           |
| Retainage payable                                     | 252,716                             |
| Accrued payroll and employee benefits                 | 1,472,159                           |
| Deposits held in custody for others                   | 160,698                             |
| Deferred revenues                                     | 1,013,730                           |
| Dormitory deposits                                    | 58,650                              |
| Current portion of compensated absences payable       | 137,889                             |
| Current portion of long-term debt                     | 5,239,613                           |
| Current portion of other long-term liabilities        | 27,834                              |
| Total current liabilities                             | <u>12,547,031</u>                   |
| <b>Noncurrent liabilities:</b>                        |                                     |
| Compensated absences payable                          | 1,265,629                           |
| Long-term debt  | 48,924,775                          |
| Other   | 110,162                             |
| Total noncurrent liabilities                          | <u>50,300,566</u>                   |
| Total liabilities                                     | <u>62,847,597</u>                   |
| <b>NET POSITION:</b>                                  |                                     |
| Net Investment in capital assets                      | 78,147,428                          |
| Restricted:   |                                     |
| Nonexpendable:  |                                     |
| Student loans   | 536,143                             |
| Expendable:   |                                     |
| Grants and contracts                                  | 307,052                             |
| Debt service  | 947,064                             |
| Unrestricted  | 18,010,422                          |
| Total net position                                    | <u>\$ 97,948,109</u>                |

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Financial Position - Component Unit  
June 30, 2013**

|  |                                  | <b>Yavapai<br/>College<br/>Foundation</b> |
|--|----------------------------------|---|
| <b>ASSETS:</b>                           |                                  |   |
| CURRENT ASSETS                           |                                  |   |
| Cash and cash equivalents                |                                  | \$ 897,690                                |
| Restricted cash                          |                                  | 278,470                                   |
| Promises to give, current portion        |                                  | 97,301                                    |
| Prepaid expenses                         |                                  | 639                                       |
|  | TOTAL CURRENT ASSETS             | 1,274,100                                 |
| PROMISES TO GIVE, net of current portion |                                  | 88,435                                    |
| PROPERTY AND EQUIPMENT, net              |                                  | 256,375                                   |
| INVESTMENTS                              |                                  | 9,131,575                                 |
| PROPERTIES HELD FOR SALE                 |                                  | 330,000                                   |
| OTHER ASSETS                             |                                  | 18,500                                    |
|  | TOTAL ASSETS                     | \$ 11,098,985                             |
| <b>LIABILITIES AND NET ASSETS:</b>       |                                  |   |
| Accounts payable                         |                                  | \$ 4,415                                  |
| Due to Yavapai College                   |                                  | 186,179                                   |
| Scholarships payable                     |                                  | 94,179                                    |
| Deferred revenue                         |                                  | 84,096                                    |
|  | TOTAL CURRENT LIABILITIES        | 368,869                                   |
| NET ASSETS                               |                                  |   |
| Unrestricted:                            |                                  |   |
| Undesignated                             |                                  | 578,235                                   |
| Designated                               |                                  | 513,036                                   |
| Total unrestricted                       |                                  | 1,091,271                                 |
| Temporarily restricted                   |                                  | 2,536,149                                 |
| Permanently restricted                   |                                  | 7,102,696                                 |
|  | TOTAL NET ASSETS                 | 10,730,116                                |
|  | TOTAL LIABILITIES AND NET ASSETS | \$ 11,098,985                             |

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Revenues, Expenses, and Changes in Net Position - Primary Government  
For the Fiscal Year Ended June 30, 2013**

|   | <b>Business Type<br/>Activities</b> |
|---|-------------------------------------|
| <b>Operating revenues:</b>                                      |                                     |
| Tuition and fees (net of scholarship allowances of \$3,227,436) | \$ 8,610,225                        |
| Bookstore income  | 216,100                             |
| Dormitory rentals (net of scholarship allowances of \$257,633)  | 609,362                             |
| Other   | 1,545,639                           |
| Total operating revenues  | <u>10,981,326</u>                   |
| <b>Operating expenses:</b>                                      |                                     |
| Educational and general:  |                                     |
| Instruction   | 17,655,723                          |
| Public service  | 1,319,994                           |
| Academic support  | 4,114,700                           |
| Student services  | 5,139,128                           |
| Institutional support   | 8,161,909                           |
| Operation and maintenance of plant                              | 5,847,012                           |
| Scholarships  | 7,792,260                           |
| Auxiliary enterprises   | 2,795,291                           |
| Depreciation  | 5,113,014                           |
| Other   | 68,974                              |
| Total operating expenses  | <u>58,008,005</u>                   |
| Operating income (loss)   | <u>(47,026,679)</u>                 |
| <b>Nonoperating revenues (expenses):</b>                        |                                     |
| Property taxes  | 45,270,751                          |
| State appropriations  | 957,600                             |
| Government grants   | 13,332,275                          |
| Share of state sales taxes                                      | 533,514                             |
| Private grants and gifts  | 841,367                             |
| Investment earnings   | 61,214                              |
| Interest expense on debt  | (1,737,933)                         |
| Gain on disposal of capital assets                              | 2,432                               |
| Total nonoperating revenues (expenses)                          | <u>59,261,220</u>                   |
| Income before other revenues,<br>expenses, gains or losses      | 12,234,541                          |
| Capital grants and gifts  | 4,136                               |
| Increase in net position  | <u>12,238,677</u>                   |
| Total net position - July 1, 2012                               | 85,709,432                          |
| Total net position - June 30, 2013                              | <u>\$ 97,948,109</u>                |

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Activities - Component Unit  
For the Fiscal Year Ended June 30, 2013**

|  | <b>Yavapai College<br/>Foundation</b> |
|--|---------------------------------------|
| <b>REVENUE AND OTHER SUPPORT:</b>      |                                       |
| Contributions and grants               | \$ 1,133,413                          |
| Program service income                 | 5,777                                 |
| YCPAC events                           | 595,700                               |
| Rental income                          | 119,016                               |
| Investment return                      | 706,789                               |
|  | <b>2,560,695</b>                      |
| Special events:                        |                                       |
| Revenues from special events           | 15,690                                |
| Costs of direct donor benefits         | (11,244)                              |
| Gross profit on special events         | 4,446                                 |
| <b>TOTAL REVENUE AND OTHER SUPPORT</b> | <b>2,565,141</b>                      |
| <b>OPERATING EXPENSES:</b>             |                                       |
| Program expenses                       |                                       |
| Grants and scholarships                | 144,769                               |
| YCPAC events                           | 591,787                               |
| Friends of Yavapai College Art         | 13,493                                |
| Friends of Yavapai College Music       | 11,944                                |
| Friends of Yavapai College Library     | 383                                   |
| Friends of the FEC                     | 33,492                                |
| Roughrider Club                        | 2,668                                 |
| PACE                                   | 50,799                                |
| Greater Verde Valley Chapter           | 2,474                                 |
| Other programs                         | 649,908                               |
| Total program expenses                 | <b>1,501,717</b>                      |
| Supporting expenses                    |                                       |
| Administration                         | 167,272                               |
| Fundraising                            | 126,049                               |
| Depreciation of rental property        | 9,041                                 |
| Total supporting expenses              | <b>302,362</b>                        |
| <b>TOTAL OPERATING EXPENSES</b>        | <b>1,804,079</b>                      |
| <b>CHANGE IN NET ASSETS</b>            | <b>761,062</b>                        |
| NET ASSETS - BEGINNING OF YEAR         | 9,969,054                             |
| <b>NET ASSETS - END OF YEAR</b>        | <b>\$ 10,730,116</b>                  |

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Cash Flows - Primary Government  
For the Fiscal Year Ended June 30, 2013**

| <b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>                     | <b>Business Type<br/>Activities</b> |
|--|-------------------------------------|
| Tuition and fees   | \$ 6,139,087                        |
| Bookstore receipts   | 216,100                             |
| Dormitory rentals  | 609,362                             |
| Collection of loans to students                                  | 29,885                              |
| Other receipts   | 1,383,980                           |
| Payments to suppliers and providers of goods and services        | (8,917,914)                         |
| Payments for employee wages and benefits                         | (33,506,232)                        |
| Loans issued to students   | (11,553)                            |
| Scholarship payments to students                                 | (7,792,260)                         |
| Net cash used for operating activities                           | (41,849,545)                        |
| <b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>          |                                     |
| Property taxes   | 45,843,836                          |
| Grants   | 12,810,437                          |
| State appropriations   | 957,600                             |
| Share of state sales taxes                                       | 533,514                             |
| Private gifts  | 841,367                             |
| Federal direct lending receipts                                  | 7,109,605                           |
| Federal direct lending disbursements                             | (7,266,700)                         |
| Deposits held in custody receipts                                | 667,116                             |
| Deposits held in custody payments                                | (470,632)                           |
| Net cash provided by noncapital financing activities             | 61,026,143                          |
| <b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b> |                                     |
| Proceeds from issuance of capital debt                           | 5,000,000                           |
| Proceeds from sale of capital assets                             | 2,432                               |
| Principal paid on capital debt                                   | (4,882,447)                         |
| Interest paid on capital debt                                    | (1,898,948)                         |
| Purchases of capital assets                                      | (12,963,450)                        |
| Net cash used for capital and related financing activities       | (14,742,413)                        |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>                     |                                     |
| Interest received on investments                                 | 61,214                              |
| Net cash provided by investing activities                        | 61,214                              |
| Net increase in cash and cash equivalents                        | 4,495,399                           |
| Cash and cash equivalents, July 1, 2012                          | 21,221,660                          |
| Cash and cash equivalents, June 30, 2013                         | \$ 25,717,059                       |
|  | (Continued)                         |

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Cash Flows - Primary Government  
For the Fiscal Year Ended June 30, 2013  
(Continued)**

| <b>Reconciliation of operating loss to net cash<br/>used for operating activities:</b> | <b>Business Type<br/>Activities</b> |
|--|-------------------------------------|
| Operating loss   | \$ (47,026,679)                     |
| Adjustments to reconcile operating loss to net cash used for<br>operating activities:  |                                     |
| Depreciation expense   | 5,113,014                           |
| Provision for uncollectible accounts   | 39,288                              |
| Amortization of debt issuance costs  | 68,974                              |
| Changes in assets and liabilities:   |                                     |
| Increase in accounts receivables   | (2,280,845)                         |
| Increase in prepaid expenses   | (68,343)                            |
| Increase in other receivables  | (127,613)                           |
| Increase in compensated absences   | 50,923                              |
| Increase in accounts payable   | 2,598,793                           |
| Increase in dormitory deposits   | 1,650                               |
| Increase in other liabilities  | 9,750                               |
| Decrease in student loan receivables   | 18,332                              |
| Decrease in accrued payroll and employee benefits                                      | (64,806)                            |
| Decrease in deferred revenues  | (181,983)                           |
| Net cash used for operating activities   | <u>\$ (41,849,545)</u>              |

**Noncash investing, capital, and noncapital financing activities:**

Amortization of prepaid bond issuance costs.

The District amortized \$68,974 of prepaid bond issuance costs.

Gifts of depreciable assets.

The District recorded the receipt of gifts of depreciable assets of \$4,136.

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2013**

**Note 1 - Summary of Significant Accounting Policies**

Yavapai County Community College District's accounting policies conform to generally accepted accounting principles applicable to public institutions engaged only in business-type activities adopted by the Governmental Accounting Standards Board (GASB).

**Reporting Entity**

The District is a special-purpose government that is governed by a separately elected governing body. It is legally separate and fiscally independent of other state and local governments. The accompanying financial statements present the activities of the District (the primary government) and its discretely presented component unit, the Yavapai College Foundation.

The Yavapai College Foundation (the Foundation) is a legally separate, tax-exempt organization, formed in the State of Arizona in 1971. The Board of Directors for the Foundation is elected from the general membership at the annual meeting. The term of office for each board member is three years with overlapping terms. It acts primarily as a fund-raising organization that receives gifts and bequests, administers those resources, and disburses payments to or on behalf of the District for scholarships and capital contributions. Beginning in November 2006, the Foundation also began receiving revenue from and making specified payments for the District's Community Events Program which provides a variety of theatrical and musical productions for the community. Although the District does not control the timing or amount of receipts from the Foundation, the Foundation's restricted resources can only be used by, or for the benefit of, the District or its constituents. Consequently, the Foundation is considered a component unit of the District and is discretely presented in the District's financial statements.

For financial reporting purposes, the Foundation follows the Financial Accounting Standards Board statements for not-for-profit organizations. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition criteria and presentation features. No modifications have been made to the Foundation's financial information included in the District's financial report. Accordingly, those financial statements have been reported on separate pages following the District's respective counterpart financial statements. For financial reporting purposes, only the Foundation's statements of financial position and activities are included in the District's financial statements as required by generally accepted accounting principles for public colleges and universities. The Foundation has a June 30 year end.

During the year ended June 30, 2013, the Foundation gifted property and funds in the amount of \$548,942 to or on behalf of the District for both restricted and unrestricted

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2013**

purposes. Complete financial statements for the Foundation can be obtained from the Yavapai College Foundation, 1100 East Sheldon Street, Prescott, Arizona 86301.

**Basis of Presentation and Accounting**

The financial statements include a statement of net position; a statement of revenues, expenses, and changes in net position; and a statement of cash flows.

A statement of net position provides information about the assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position of the District at the end of the year. Assets and liabilities are classified as either current or noncurrent. Net position is classified according to external donor restrictions or availability of assets to satisfy District obligations. Net investment in capital assets represents the value of capital assets, net of accumulated depreciation, less any outstanding debt incurred to acquire or construct the assets. Nonexpendable restricted net position consists of federal contributions for the Federal Perkins Loan Program, the corpus of which cannot be expended. Expendable restricted net position represents grants, contracts, gifts, and other resources that have been externally restricted for specific purposes. Unrestricted net position consists of all other resources, including those that have been designated by management to be used for other than general operating purposes.

A statement of revenues, expenses, and changes in net position provides information about the District's financial activities during the year. Revenues and expenses are classified as either operating or nonoperating, and all changes in net position are reported, including capital contributions and additions to endowments. Operating revenues and expenses generally result from exchange transactions. Accordingly, revenues such as tuition, bookstore, food service, and dormitory charges are considered to be operating revenues. Other revenues, such as property taxes, state appropriations, and government grants, are not generated from exchange transactions and are considered to be nonoperating revenues. Operating expenses include the costs of sales and services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense on debt, are considered to be nonoperating expenses.

A statement of cash flows provides information about the District's sources and uses of cash and cash equivalents during the year. Increases and decreases in cash and cash equivalents are classified as either operating, noncapital financing, capital financing, or investing.

The financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized in the year for which they are levied.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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State appropriations are recognized as revenue in the year in which the appropriation is first made available for use. Grants and donations are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. The District eliminates all internal activity.

When both restricted and unrestricted resources are available for use, it is the District's policy to use restricted resources first, then unrestricted resources as they are needed.

**Cash and Investments**

For the statement of cash flows, the District's cash and cash equivalents are considered to be cash on hand, demand deposits, cash and investments held by the County Treasurer, and highly liquid investments. All investments are stated at fair value.

**Capital Assets**

Capital assets are reported at actual cost. Donated assets are reported at estimated fair value at the time received.

Capitalization thresholds (the dollar values above which asset acquisitions are added to the capital asset accounts), depreciation methods, and estimated useful lives of capital assets reported in the financial statements are as follows:

|                                   | <b><u>Capitalization<br/>Threshold</u></b> | <b><u>Depreciation<br/>Method</u></b> | <b><u>Estimated<br/>Useful Life</u></b> |
|-----------------------------------|--|---------------------------------------|---|
| Land                              | \$5,000                                    | None                                  | n/a                                     |
| Buildings                         | 5,000                                      | Straight line                         | 40 years                                |
| Improvements other than buildings | 5,000                                      | Straight line                         | 15 years                                |
| Equipment                         | 5,000                                      | Straight line                         | 5 years                                 |
| Intangibles                       | 5,000                                      | Straight line                         | 30 years                                |
| Library books                     | 1  | Straight line                         | 10 years                                |

**Investment Earnings**

Investment earnings is composed of interest, dividends, and net changes in the fair value of applicable investments.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2013**

**Compensated Absences**

Compensated absences payable consists of vacation leave and a calculated amount of sick leave earned by employees based on services already rendered.

Employees may accumulate up to twice their annual entitlement amount of vacation. Annual leave balances remaining when employees separate from service are paid and therefore are accrued as a liability in the financial statements.

Generally, sick leave benefits provide for ordinary sick pay and are cumulative but do not vest with employees. Therefore, a liability for sick leave benefits is not accrued in the financial statements. However, for employees who have at least 15 years of service with the District, and are eligible for retirement under the standards set by the Arizona State Retirement System, sick leave benefits do vest, and they may receive payment for up to 70 days of accumulated sick leave at \$60 a day. Accordingly, these benefits are accrued as a liability in the financial statements.

**Scholarship Allowances**

A scholarship allowance is the difference between the stated charge for goods and services the District provides and the amount that is paid by the student or third parties making payments on behalf of the student. Accordingly, some types of student financial aid, such as Pell grants and scholarships awarded by the District, are considered to be scholarship allowances. These allowances are netted against tuition and fees and dormitory rental revenues in the statement of revenues, expenses, and changes in net position.

**Note 2 - Deposits and Investments**

Arizona Revised Statutes (A.R.S.) requires the District to deposit special tax levies for the District's maintenance or capital outlay with the County Treasurer. The statutes do not require the District to deposit other public monies in its custody with the County Treasurer; however, the District must act as a prudent person dealing with the property of another when making investment decisions about those monies. The statutes do not include any requirements for credit risk, custodial credit risk, concentration of credit risk, interest rate risk, or foreign currency risk for the District's investments.

**Deposits** – At June 30, 2013, the carrying amount of the District's deposits was \$5,577,567, and the District's bank balance was \$8,095,113. At June 30, 2013, \$4,979,583 was uninsured with collateral held by the pledging financial institution's trust department or agent but not in the District's name and \$2,865,530 was uninsured and

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2013**

uncollateralized. The District does not have a formal policy with respect to custodial credit risk for deposits.

**Investments** – The District’s investments at June 30, 2013 were as follows:

| <u>Investment Type</u>                    | <u>Amount</u>       |
|---|---------------------|
| County Treasurer’s investment pool        | \$15,174,442        |
| Government obligations money market funds | <u>4,960,500</u>    |
| Total                                     | <u>\$20,134,942</u> |

The County Treasurer has a fiduciary responsibility to administer the District’s monies under the Treasurer’s stewardship. The County Treasurer’s investment pool is not registered with the Securities and Exchange Commission as an investment company, and there is no regulatory oversight of its operations. The pool’s structure does not provide for shares, and the County has not provided or obtained any legally binding guarantees to support the value of the participants’ investments.

**Credit risk** – The District does not have a formal policy with respect to credit risk. At June 30, 2013, credit risk for the District’s investments was as follows:

| <u>Investment Type</u>                    | <u>Rating</u> | <u>Rating Agency</u> | <u>Amount</u>       |
|---|---------------|----------------------|---------------------|
| County Treasurer’s investment pool        | Unrated       | Not applicable       | \$15,174,442        |
| Government obligations money market funds | Aaa           | Moody’s              | <u>4,960,500</u>    |
| Total                                     |               |                      | <u>\$20,134,942</u> |

**Custodial credit risk** – For an investment, custodial credit risk is the risk that, in the event of the counterparty’s failure, the District will not be able to recover the value of its investments or collateral securities that are in an outside party’s possession. The District does not have a formal policy with respect to custodial credit risk. At June 30, 2013, the District had \$4,960,500 of investments in government obligations money market mutual funds that were uninsured and held by a counterparty not in the District’s name.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
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**Interest rate risk** – The District does not have a formal policy with respect to interest rate risk. At June 30, 2013, the District had the following investments in debt securities:

| <u>Investment Type</u>                    | <u>Amount</u>       | <u>Weighted Average Maturity (Months)</u> |
|---|---------------------|---|
| County Treasurer's investment pool        | \$15,174,442        | 16.8                                      |
| Government obligations money market funds | <u>4,960,500</u>    | 1.9                                       |
| Total                                     | <u>\$20,134,942</u> |   |

A reconciliation of cash, deposits and investments to amounts shown on the Statement of Net Position follows:

| <u>Cash, Deposits, and Investments:</u> |    | <u>Amount</u>       | <u>Statement of Net Position:</u>         |  | <u>Amount</u>       |
|---|----|---------------------|---|--|---------------------|
| Cash on hand                            | \$ | 4,550               | Cash and cash equivalents                 |  | \$20,756,559        |
| Deposits                                |    | 5,577,567           | Restricted assets:                        |  |                     |
| Investments                             |    | <u>20,134,942</u>   | Cash and cash equivalents held by trustee |  | <u>4,960,500</u>    |
| Total                                   |    | <u>\$25,717,059</u> | Total                                     |  | <u>\$25,717,059</u> |

**Note 3 - Receivables**

A summary of receivables and the related allowances for uncollectibles follow:

| <u>Account Name</u> | <u>Gross Receivable</u> | <u>Allowance for Uncollectibles</u> | <u>Net Receivable</u> |
|---------------------|-------------------------|-------------------------------------|-----------------------|
| Accounts-current    | \$ 2,936,636            | \$ (212,816)                        | \$ 2,723,820          |
| Property taxes      |                         |                                     |                       |
| Current             | 1,415,918               | (111,376)                           | 1,304,542             |
| Noncurrent          | 180,973                 | (15,157)                            | 165,816               |

**Property Taxes Receivable** - The Yavapai County Treasurer is responsible for collecting property taxes for all governmental entities within the County. In August of each year, the County levies the property taxes due the District. Two equal installments, payable in October and March, become delinquent after the first business day in November and May. A lien assessed against real and personal property attaches on the first day of January preceding the assessment and levy. Delinquent taxes are subject to a penalty of 16% per annum.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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**Note 4 - Capital Assets**

Capital asset activity for the year ended June 30, 2013, was as follows:

|  | Balance<br>July 1, 2012 | Increases           | Decreases      | Reclassification    | Balance<br>June 30, 2013 |
|--|-------------------------|---------------------|----------------|---------------------|--------------------------|
| <b>Capital assets not being depreciated:</b> |                         |                     |                |                     |                          |
| Land   | \$ 5,415,888            | \$ -                | -              | -                   | \$ 5,415,888             |
| Construction in progress                     | <u>22,042,850</u>       | <u>10,470,222</u>   | -              | \$(28,997,530)      | <u>3,515,542</u>         |
| Total capital assets not being depreciated   | <u>27,458,738</u>       | <u>10,470,222</u>   | -              | <u>(28,997,530)</u> | <u>8,931,430</u>         |
| <b>Capital assets being depreciated:</b>     |                         |                     |                |                     |                          |
| Buildings                                    | 108,127,652             | 675,883             | -              | 28,997,530          | 137,801,065              |
| Improvements other than buildings            | 16,573,720              | 262,638             | -              | -                   | 16,836,358               |
| Equipment                                    | 11,469,396              | 841,139             | \$ 129,949     | -                   | 12,180,586               |
| Intangibles                                  | 273,587                 | -                   | -              | -                   | 273,587                  |
| Library books                                | <u>3,087,336</u>        | <u>131,007</u>      | <u>179,719</u> | -                   | <u>3,038,624</u>         |
| Total capital assets being depreciated       | <u>139,531,691</u>      | <u>1,910,667</u>    | <u>309,668</u> | <u>28,997,530</u>   | <u>170,130,220</u>       |
| Less accumulated depreciation for:           |                         |                     |                |                     |                          |
| Buildings                                    | 28,000,838              | 2,680,685           | -              | -                   | 30,681,523               |
| Improvements other than buildings            | 8,182,068               | 892,179             | -              | -                   | 9,074,247                |
| Equipment                                    | 8,112,962               | 1,373,216           | 129,949        | -                   | 9,356,229                |
| Intangibles                                  | 18,240                  | 9,119               | -              | -                   | 27,359                   |
| Library books                                | <u>2,234,133</u>        | <u>157,815</u>      | <u>179,719</u> | -                   | <u>2,212,229</u>         |
| Total accumulated depreciation               | <u>46,548,241</u>       | <u>5,113,014</u>    | <u>309,668</u> | -                   | <u>51,351,587</u>        |
| Total capital assets being depreciated, net  | <u>92,983,450</u>       | <u>(3,202,347)</u>  | -              | <u>28,997,530</u>   | <u>118,778,633</u>       |
| <b>Capital assets, net</b>                   | <u>\$120,442,188</u>    | <u>\$ 7,267,875</u> | \$ -           | \$ -                | <u>\$ 127,710,063</u>    |

The District has active construction projects as of June 30, 2013. At year end, the District's commitments with contractors are as follows:

| <u>Project</u>                    | <u>Source of Payment</u>                           | <u>Costs-to-date<br/>Including<br/>Capitalized Interest</u> | <u>Remaining<br/>Commitment</u> |
|-----------------------------------|--|---|---------------------------------|
| Prescott campus residence halls   | Revenue Bonds                                      | \$1,995,728   | \$1,304,625                     |
| Performing Arts Center renovation | Capital Project Accumulation Fund                  | 916,592   | 518,388                         |
| CTEC classroom renovation         | DOL Grant and Capital Project<br>Accumulation Fund | 205,848   | 153,761                         |

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2013**

**Note 5 - Long-Term Liabilities**

Long-term liability activity for the year ended June 30, 2013, was as follows:

|   | <u>Balance<br/>July 1, 2012</u> | <u>Additions</u>    | <u>Reductions</u>   | <u>Balance<br/>June 30, 2013</u> | <u>Due Within<br/>One Year</u> |
|---|---------------------------------|---------------------|---------------------|----------------------------------|--------------------------------|
| Compensated absences payable                    | \$ 1,352,595                    | \$ 815,040          | \$ 764,117          | \$ 1,403,518                     | \$ 137,889                     |
| Other   | 128,246                         | 36,167              | 26,417              | 137,996                          | 27,834                         |
| Total   | <u>\$ 1,480,841</u>             | <u>\$ 851,207</u>   | <u>\$ 790,534</u>   | <u>\$ 1,541,514</u>              | <u>\$ 165,723</u>              |
| Bonds payable:                                  |                                 |                     |                     |                                  |                                |
| General obligation bonds                        | \$ 40,470,000                   | -                   | \$ 3,860,000        | \$36,610,000                     | \$3,940,000                    |
| Premium on general obligation refunding         | 2,145,308                       | -                   | 187,905             | 1,957,403                        | 187,905                        |
| Deferred amount on general obligation refunding | (2,023,051)                     | -                   | (168,588)           | (1,854,463)                      | (168,588)                      |
| Pledged revenue obligations                     | 13,065,000                      | -                   | 880,000             | 12,185,000                       | 915,000                        |
| Premium on pledged revenue obligations          | 160,308                         | -                   | 12,331              | 147,977                          | 12,331                         |
| Revenue bonds                                   | -                               | <u>\$ 5,000,000</u> | -                   | <u>5,000,000</u>                 | <u>275,000</u>                 |
| Total bonds payable                             | <u>53,817,565</u>               | <u>5,000,000</u>    | <u>4,771,648</u>    | <u>54,045,917</u>                | <u>5,161,648</u>               |
| Capital leases payable                          | <u>260,918</u>                  | -                   | <u>142,447</u>      | <u>118,471</u>                   | <u>77,965</u>                  |
| Total long-term debt                            | <u>\$ 54,078,483</u>            | <u>\$ 5,000,000</u> | <u>\$ 4,914,095</u> | <u>\$54,164,388</u>              | <u>\$5,239,613</u>             |

**Bonds and Pledged Revenue Obligations** – The District's debt consists of various issues of general obligation bonds, revenue bonds and pledged revenue obligations that are generally callable with interest payable semiannually. Debt proceeds primarily pay for acquiring or constructing capital facilities, remodeling existing facilities, furnishing buildings and facilities and purchasing land adjacent to existing facilities. The District repays general obligation bonds from voter-approved property taxes. Pledged revenue obligations and revenue bonds are repaid from tuition, fees, rentals, and other charges to students, faculty, and others. The original amounts of outstanding general obligation bonds, revenue bonds and pledged revenue obligations were \$57,590,000, \$5,000,000 and \$14,000,000, respectively.

In June 2012, the District issued \$28,450,000 of general obligation refunding bonds with an average interest rate of 2.06 percent to advance refund general obligation bonds. The general obligation refunding bonds of 2012 are subject to early redemption prior to their stated maturity dates. The net proceeds were placed in the Depository Trust Fund and will be held uninvested or used to acquire Government Obligations, the maturing principal of and interest income with respect to which are calculated to be sufficient to pay, when due, the principal of and interest on the bonds being refunded. As a result, the refunded debt liability as of June 30, 2013 for those refunded is considered to be defeased and the liability for those bonds is not included in the financial statements. The principal amount of the defeased bonds outstanding at June 30, 2013 was \$28,450,000.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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In February 2011, the District issued \$9,640,000 of general obligation refunding bonds to advance refund \$9,640,000 of general obligation bonds, Series 2001(A). The District defeased these bonds by placing the proceeds in the Depository Trust Fund which were used to refund the bonds being refunded on July 1, 2011. The liabilities for the defeased bonds are not included in the financial statements. The general obligation refunding bonds of 2011 are not subject to early redemption prior to their stated maturity dates

The general obligation bond issues are subject to the federal tax code arbitrage requirements. Excess earnings resulting from arbitrage will be rebated to the federal government. The District's general obligation bond legal debt limit is 15% of the secondary assessed value of real and personal property within Yavapai County. The District's total general obligation bond debt capacity was \$362,223,761 as of June 30, 2013. Of this amount, the District has \$36,610,000 in general obligation bond debt applicable to the debt limit, leaving a legal debt margin of \$325,613,761.

In April 2011, the District issued \$14,000,000 of pledged revenue obligations of which \$4,564,513 was used to prepay a capital lease with SunTrust Bank. The remaining \$9,435,487 was used to construct the Prescott Chiller Water Plant and Clarkdale Central Plant. Obligations maturing on or before July 1, 2021, are not subject to redemption. Obligations maturing on or after July 1, 2022, are subject to early redemption.

On June 13, 2013 the District issued \$5,000,000 of revenue bonds with a fixed interest rate of 2.45 percent to construct, renovate, furnish and equip the residence halls on the Prescott Campus and to make related site improvements. Obligations maturing on or before July 1, 2023, are not subject to redemption. Obligations maturing on or after July 1, 2024, are subject to early redemption.

The District has pledged future tuition, fees, dormitory rentals, bookstore income and other charges to students, faculty and others to repay the April 2011 pledged revenue obligations and the June 2013 revenue bonds. The pledged revenue obligations and revenue bonds are payable solely from these revenue sources and are payable through 2025 and 2028, respectively. Annual principal and interest payments on the pledged revenue obligations and bonds are expected to require less than 13.3% of tuition, fees, dormitory rentals, and bookstore income. In the current year, total revenues of \$10,864,393 were pledged to cover the principal and interest paid of \$1,440,406.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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Bonds and pledged revenue obligations outstanding at June 30, 2013, were as follows:

| <u>Description</u>                 | <u>Original Amount Issued</u> | <u>Maturity Ranges</u> | <u>Interest Rates</u> | <u>Outstanding Principal</u> |
|------------------------------------|-------------------------------|------------------------|-----------------------|------------------------------|
| <b>General obligation bonds</b>    |                               |                        |                       |                              |
| Project of 2005-Series C           | \$ 19,500,000                 | 7/1/13-7/1/14          | 5.00%                 | \$ 1,070,000                 |
| GO Refunding 2011                  | 9,640,000                     | 7/1/13-7/1/21          | 3.00-5.00%            | 7,350,000                    |
| GO Refunding 2012                  | 28,450,000                    | 7/1/13-7/1/24          | 2.00-4.25%            | 28,190,000                   |
| <b>Pledged revenue obligations</b> |                               |                        |                       |                              |
| Series 2011                        | 14,000,000                    | 7/1/13-7/1/25          | 4.00-5.00%            | 12,185,000                   |
| <b>Revenue bond</b>                |                               |                        |                       |                              |
| Series 2013                        | 5,000,000                     | 7/1/14-7/1/28          | 2.45%                 | 5,000,000                    |

The following schedule details debt service requirements to maturity for the District's bonds payable and pledged revenue obligations at June 30, 2013:

| Year Ending<br>June 30, | <u>General Obligation Bonds</u> |                    | <u>Pledged Revenue Obligations</u> |                    | <u>Revenue Bonds</u> |                    |
|-------------------------|---------------------------------|--------------------|------------------------------------|--------------------|----------------------|--------------------|
|                         | <u>Principal</u>                | <u>Interest</u>    | <u>Principal</u>                   | <u>Interest</u>    | <u>Principal</u>     | <u>Interest</u>    |
| 2014                    | \$ 3,940,000                    | \$1,109,600        | \$ 915,000                         | \$ 528,356         | \$ 275,000           | \$ 128,625         |
| 2015                    | 4,070,000                       | 965,400            | 945,000                            | 491,756            | 285,000              | 115,763            |
| 2016                    | 4,195,000                       | 850,850            | 985,000                            | 453,956            | 295,000              | 108,780            |
| 2017                    | 4,295,000                       | 756,750            | 1,025,000                          | 414,556            | 300,000              | 101,553            |
| 2018                    | 4,395,000                       | 660,800            | 1,070,000                          | 370,306            | 310,000              | 94,202             |
| 2019 – 23               | 14,365,000                      | 1,457,150          | 5,525,000                          | 1,152,751          | 1,660,000            | 353,780            |
| 2024 – 28               | <u>1,350,000</u>                | <u>57,375</u>      | <u>1,720,000</u>                   | <u>126,750</u>     | <u>1,875,000</u>     | <u>140,262</u>     |
| Total                   | <u>\$36,610,000</u>             | <u>\$5,857,925</u> | <u>\$12,185,000</u>                | <u>\$3,538,431</u> | <u>\$5,000,000</u>   | <u>\$1,042,965</u> |

**Capital Leases** - The District has acquired various items of machinery, furniture and equipment under the provisions of long-term lease agreements classified as capital leases for accounting purposes because they provide for a bargain purchase option or a transfer of ownership by the end of the lease term. The capitalized assets acquired through capital leases at June 30, 2013, are as follows:

|                                |                         |
|--------------------------------|-------------------------|
| Equipment                      | \$232,910               |
| Less: accumulated depreciation | <u>163,037</u>          |
| <b>Carrying value</b>          | <u><b>\$ 69,873</b></u> |

The determination of whether equipment acquired under capital leases is capitalized is based upon the capitalization thresholds specified in Note 1. Accordingly, the District

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owns an additional \$128,599 of equipment acquired through capital leases which is not capitalized and therefore not subject to depreciation.

The following schedule details debt service requirements to maturity for the District's capital leases payable at June 30, 2013:

| <b>Year ending June 30,</b>                 |  |                  |
|---|--|------------------|
| 2014  |  | \$ 82,578        |
| 2015  |  | <u>41,289</u>    |
| Total minimum lease payments                |  | 123,867          |
| Less amount representing interest           |  | <u>5,396</u>     |
| Present value of net minimum lease payments |  | <u>\$118,471</u> |

**Note 6 - Risk Management**

The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The District carries commercial insurance for all such risks of loss, including workers' compensation and accident insurance. Settled claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.

In addition, the District purchases health care insurance from the Yavapai Combined Trust, a public entity risk pool formed to provide health care benefits to employees of participating governmental units. The Trust is funded by irrevocable contributions from the District for employee coverage and from the District and employees for dependent coverage. The District's contributions are reported as expenses in the financial statements. The Trust provides coverage for claims up to \$250,000 for each insured's health claims. The Trust purchases commercial insurance coverage for claims in excess of these limits, and this coverage is payable to a maximum of \$2,000,000 per individual per policy year. The commercial insurance is sufficient to cover the maximum plan limits of \$2,000,000 per individual per plan year, so the District is not liable for claims in excess of coverage limits and the District cannot be assessed supplemental premiums. The Trust's assets are managed by a separate board of directors.

**Note 7 - Pension and Other Postemployment Benefits**

**Defined Benefit Plan**

**Plan Description** - The District contributes to a cost-sharing, multiple-employer defined benefit pension plan; a cost-sharing, multiple-employer defined benefit health insurance premium benefit plan; and a cost-sharing, multiple-employer defined benefit long-term disability plan, all of which are administered by the Arizona State Retirement System (the

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System). The System (through its Retirement Fund) provides retirement (i.e., pension), death, and survivor benefits; the Health Benefit Supplement Fund provides health insurance premium benefits (i.e., a monthly subsidy); and the Long-Term Disability Fund provides long-term disability benefits. Benefits are established by state statute. The System is governed by the Arizona State Retirement System Board according to the provisions of A.R.S. Title 38, Chapter 5, Article 2.

The System issues a comprehensive annual financial report that includes financial statements and required supplementary information. The most recent report is available on its website at [www.azasrs.gov](http://www.azasrs.gov) or by writing the Arizona State Retirement System, 3300 N. Central Ave., P.O. Box 33910, Phoenix, AZ 85067-3910 or by calling (602) 240-2000 or (800) 621-3778.

**Funding Policy** - The Arizona State Legislature establishes, and may amend active plan members' and the District's contribution rates. For the year ended June 30, 2013, active plan members were required by statute to contribute at the actuarially-determined rate of 11.14 percent (10.9 percent retirement and 0.24 percent long-term disability) of the members' annual covered payroll and the District was required by statute to contribute at the actuarially-determined rate of 11.14 percent (10.25 percent for retirement, 0.65 percent for health insurance premium, and 0.24 percent long-term disability) of the members' annual covered payroll.

The District's contributions, including the retirement incentive payment, for the current and two preceding years, all of which were equal to the required contributions, were as follows:

| <b>Years ended June 30,</b> | <b><u>Retirement Fund</u></b> | <b><u>Health Benefit Supplement Fund</u></b> | <b><u>Long-Term Disability Fund</u></b> |
|-----------------------------|-------------------------------|--|---|
| 2013                        | \$1,816,850                   | \$115,147                                    | \$41,721                                |
| 2012                        | 1,824,631                     | 109,470                                      | 43,189                                  |
| 2011                        | 1,580,602                     | 105,373                                      | 43,906                                  |

**Defined Contribution Plans**

**Plan Description** - In accordance with A.R.S. §15-1451, District faculty, service professionals, and administrative staff have the option of participating in defined contribution pension plans instead of the Arizona State Retirement System. These plans are administered by independent insurance and annuity companies. Beginning in fiscal year 1998-99, the District offered defined contribution plans by Teachers Insurance Annuity Association/College Retirement Equities Fund (TIAA/CREF), Variable Annuity Life Insurance Company (VALIC), and ING Life Insurance and Annuity Company (ING). Benefits under these plans depend solely on the contributed amounts and the returns

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earned on the investment of those contributions. Contributions made by employees vest immediately, and District contributions vest after three years of full-time employment. Employee and District contributions and associated returns earned on investments may be withdrawn starting upon termination of employment, death, or retirement. The distribution of employee and District contributions and associated investment earnings are made in accordance with the employee's contract with the applicable insurance and annuity companies.

**Funding Policy** - The Arizona State Legislature allows the District to establish contribution rates each year, that are at least as much as the ASRS contribution amounts. For the year ended June 30, 2013, the District and employees contributed at the rate of 10.9 percent of the member's annual covered payroll. Contributions to these plans for the year ended June 30, 2013, were as follows:

| <u>Plan</u> | <u>Contribution Rates<br/>District/Employee</u> | <u>District Contributions</u> | <u>Employee Contributions</u> | <u>Total Contributions</u> |
|-------------|---|-------------------------------|-------------------------------|----------------------------|
| TIAA/CREF   | 10.9%/10.9%                                     | \$340,186                     | \$340,186                     | \$680,372                  |
| ING         | 10.9%/10.9%                                     | 114,974                       | 114,974                       | 229,948                    |
| VALIC       | 10.9%/10.9%                                     | 46,051                        | 46,051                        | 92,102                     |

**Note 8 - Operating Expenses**

The District's operating expenses are presented by functional classification in the Statement of Revenues, Expenses, and Changes in Net Position – Primary Government. The operating expenses can also be classified into the following:

|                              |                     |
|------------------------------|---------------------|
| Personal services            | \$33,492,349        |
| Contract services            | 2,779,269           |
| Supplies and other services  | 2,471,324           |
| Communications and utilities | 2,324,245           |
| Scholarships                 | 7,792,260           |
| Depreciation                 | 5,113,014           |
| Other                        | 4,035,544           |
| Total                        | <u>\$58,008,005</u> |

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**Note 9 - Contingencies**

The College is a defendant in a lawsuit. The suit is in its early stages and an estimate of the College's potential liability is not available.

**Note 10 - Discretely Presented Component Unit Disclosure**

**Nature of Activities and Summary of Significant Accounting Policies**

**Nature of Activities**

The Yavapai College Foundation (the "Foundation") was formed in 1971 as an Arizona not-for-profit Corporation. The Foundation's mission and purpose is to support the programs and activities of Yavapai College (the "College"). The Foundation supports student scholarships, staff and faculty development and programs that enrich both campus and community life.

The major activities of the Foundation include providing scholarships to College students, capital additions to the College, administrative and financial services to the Yavapai College Performing Arts Center (YCPAC) program for the College and financial resources for many academic and career and technical programs offered at the College. Resources to fund these activities are provided mainly from investment income, contributions, grants and rents.

The bylaws of the Foundation allow for the creation of auxiliaries when a group of people demonstrate a need and desire to support the Foundation's mission in a particular area of interest. There are five auxiliaries as follows:

- FRIENDS of Yavapai College Art – The purpose of this group is to assist Yavapai College art department programs, including the art gallery functions and Sculpture Garden, as a cultural benefit to the students and to the community at large.
- FRIENDS of Yavapai College Music – The purpose of this group is to support Yavapai College music programs and students, including student scholarships, instrumental and choral needs.
- FRIENDS of the Yavapai College Library – The purpose of this group is to support the Yavapai College library, providing programs and services that connect the community to the library as a cultural and literary center.
- FRIENDS of the Family Enrichment Center – The purpose of this group is to support and raise funds for the Family Enrichment Center (FEC). The FEC offers quality learning experiences to a diverse group of children while providing invaluable hands-on teacher training to YC early and elementary education students.

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- Roughrider Club – The purpose of this group is to support the Yavapai College intercollegiate athletics program, including paying expenses relating to the athletic program not covered by the regular College athletic budget. This is done through fundraising and promotional activities. This group discontinued its relationship with the Foundation during the year ended June 30, 2013 and its activities will be carried on in the future by the Yavapai College Athletics department with the help of volunteers and alumni.

In addition, program expenses include activities relating to the following funds:

- Performing Arts Center – The Performing Arts Charitable Endowment (PACE) through its annual disbursements makes it possible to continue to offer spectacular seasons of music, dance and theater in the Yavapai College Performing Arts Center.
- Greater Verde Valley Chapter – The bylaws of the Foundation allow for the creation of chapters when a group of people in a specific geographic area demonstrate a need and desire to support the Foundation’s mission. The volunteer board of the Greater Verde Valley Chapter operates under the Foundation’s Board of Directors to strengthen and support Yavapai College programs offered in Clarkdale, Cottonwood, Camp Verde and Sedona, Arizona.

### **Basis of Accounting and Financial Statement Presentation**

The financial statements of the Foundation have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables and other liabilities.

The Foundation reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets and permanently restricted net assets. Temporarily restricted net assets are composed of assets that have been restricted by the donors and contain either time or purpose restrictions plus unspent accumulated investment income on the permanently restricted endowments.

### **Fair Value Measurements**

A framework for measuring fair value has been established by Accounting Standards and provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements).

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**  
**(YAVAPAI COLLEGE)**  
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The three levels of the fair value hierarchy under Accounting Standards are as follows:

- Level 1     Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Foundation has the ability to access.
- Level 2     Inputs to the valuation methodology include:
- Quoted prices for similar assets or liabilities in active markets;
  - Quoted prices for identical or similar assets or liabilities in inactive markets;
  - Inputs other than quoted prices that are observable for the asset or liability;
  - Inputs that are derived principally from or corroborated by observable market data by correlation or other means.
- Level 3     Inputs to the valuation methodology are unobservable and significant to the fair value measurement, and usually reflect the Foundation's own assumptions that market participants would use in pricing the assets (i.e. real estate valuations, broker quotes).

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used maximize the use of observable inputs and minimize the use of unobservable inputs.

### **Investments**

Investment income or loss (including realized and unrealized gains and losses) is included in the change in unrestricted net assets in the accompanying statement of activity, unless the income or loss is restricted by donor or law.

The Foundation invests most of the endowments in an investment pool which is managed by an investment advisor to the Foundation. Investment return and investment fees within the investment pool are allocated monthly to the individual funds based on the relationship of the market value of each fund to the total market value of the pool as adjusted for additions to or distributions from those funds.

### **Endowment Funds**

The Foundation's endowment funds consist of approximately 110 funds established for a variety of purposes. The endowment funds include both donor-restricted endowment funds and funds designated by the Board of Directors as endowments. Net assets associated with these endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

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(YAVAPAI COLLEGE)  
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The Foundation follows Arizona's Management of Charitable Funds Act (MCFA) and its own governing documents. MCFA requires the preservation of endowment funds. When a donor's intent is not expressed, MCFA directs the Foundation to spend an amount that is prudent, consistent with the purposes of the fund, relevant economic factors and the donor's intent that the fund continue in perpetuity.

The Foundation classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for the expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by MCFA.

In accordance with MCFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) the Foundation's other resources, and (7) the Foundation's investment policies.

*Investment Return Objectives, Risk Parameters and Strategies.* The Foundation has adopted investment and spending policies, approved by the Board of Directors, for endowment assets that attempt to provide a predictable stream of funding for programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. The Foundation's primary objective is to obtain the best possible return on investments with the appropriate degree of risk and to meet the priorities of the Foundation and Yavapai College over time. Endowment assets are invested in a well-diversified asset mix that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 3%, while growing the funds if possible. Therefore, the Foundation expects its endowment assets, over time, to produce results that exceed the price and yield results of a custom index made up of approximately 60% equities, 10% alternative investments and 30% fixed income. Actual returns may vary from year to year. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

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(YAVAPAI COLLEGE)  
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*Spending Policy.* For the year ended June 30, 2013, the Foundation has a practice of appropriating for distribution each year approximately 3% of its endowment funds' average fair value of the prior 28 quarters through December 31 for any funds that are above the historic dollar value. Prior to the year ended June 30, 2013 the practice was to distribute approximately 4%. In establishing this practice, the Foundation considered the long-term expected return on its investment assets, the nature and duration of the individual endowment funds, many of which must be maintained in perpetuity because of donor restrictions, and the possible effects of inflation. The Foundation expects the current spending practice to allow its endowment funds to grow over time as described above.

**Investments**

The following is a summary of the value of investments at June 30, 2013:

|   |                            |
|---|----------------------------|
| Cash  | \$ 487,855                 |
| Corporate bonds   | 1,192,924                  |
| Government bonds  | 32,968                     |
| Mortgage backed securities                                  | 264,825                    |
| Municipal bonds   | 502,442                    |
| Mutual funds  | 6,184,606                  |
| Mutual funds - held with Arizona Community Foundation (ACF) | 73,459                     |
| Collateralized mortgage obligations                         | 76,683                     |
| U.S. Treasury notes   | <u>315,813</u>             |
|   | <u><b>\$ 9,131,575</b></u> |

The following schedule summarizes the investment return for the year ended June 30, 2013:

|                               |                          |
|-------------------------------|--------------------------|
| Interest and dividend income  | \$ 256,468               |
| Net realized gains            | 69,389                   |
| Net unrealized gains (losses) | 439,199                  |
| Investment fees               | <u>(58,267)</u>          |
|                               | <u><b>\$ 706,789</b></u> |

**Fair Value of Financial Instruments**

Investments with readily determinable fair values are measured at fair value in the statement of financial position as determined by quoted market prices in active markets (Level 1) or measured based on prices for identical assets in non-active markets (Level 2). Investments in mutual funds held with Arizona Community Foundation (ACF) are

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valued based on observable inputs, which include the fair value of the underlying assets held by ACF and the Foundation's percentage interest in ACF's investments (Level 2).

Properties held for sale and other assets (which include artwork) have been valued using a market approach. Property held for sale at June 30, 2013 and 2012 includes a property that is valued based on assumptions used for a real estate broker's quote.

The following is a summary of these fair values at June 30, 2013:

|  | <u>Level 1</u>      | <u>Level 2</u>      | <u>Level 3</u>    | <u>Total</u>        |
|--|---------------------|---------------------|-------------------|---------------------|
| Measured at fair value on a recurring basis:     |                     |                     |                   |                     |
| Cash   | \$ 487,855          | \$ -                | \$ -              | \$ 487,855          |
| Corporate bonds                                  | -                   | 1,192,924           | -                 | 1,192,924           |
| Governments bonds                                | 32,968              | -                   | -                 | 32,968              |
| Mortgage backed securities                       | -                   | 264,825             | -                 | 264,825             |
| Municipal bonds                                  | -                   | 502,442             | -                 | 502,442             |
| Mutual funds                                     | 6,184,606           | -                   | -                 | 6,184,606           |
| Mutual funds - held by ACF                       | -                   | 73,459              | -                 | 73,459              |
| Collateralized mortgage obligations              | -                   | 76,683              | -                 | 76,683              |
| U.S. Treasury notes                              | <u>315,813</u>      | <u>-</u>            | <u>-</u>          | <u>315,813</u>      |
| Total investments                                | 7,021,242           | 2,110,333           | -                 | 9,131,575           |
| Other assets                                     | <u>-</u>            | <u>18,500</u>       | <u>-</u>          | <u>18,500</u>       |
|  | <u>\$ 7,021,242</u> | <u>\$ 2,128,833</u> | <u>\$ -</u>       | <u>\$ 9,150,075</u> |
| Measured at fair value on a non-recurring basis: |                     |                     |                   |                     |
| Properties held for sale                         | <u>\$ -</u>         | <u>\$ -</u>         | <u>\$ 330,000</u> | <u>\$ 330,000</u>   |

# STATISTICAL SECTION



# STATISTICAL SECTION

This part of the Yavapai County Community College District's Comprehensive Annual Financial Report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the District's overall financial health.

| <b><u>Contents</u></b>   | <b><u>Page</u></b> |
|--|--------------------|
| <b>Financial Trends</b>  | 49                 |
| These schedules contain trend information to help the reader understand how the District's financial performance and well-being have changed over time.  |                    |
| <b>Revenue Capacity</b>  | 52                 |
| These schedules contain trend information to help the reader assess the District's most significant local revenue source, the property tax.  |                    |
| <b>Debt Capacity</b>   | 58                 |
| These schedules present information to help the reader assess the affordability of the District's current levels of outstanding debt and the District's ability to issue additional debt in the future.                    |                    |
| <b>Demographic and Economic Information</b>  | 64                 |
| These schedules offer demographic and economic indicators to help the reader understand the environment within which the District's financial activities take place.   |                    |
| <b>Operating Information</b>   | 69                 |
| These schedules contain service and infrastructure data to help the reader understand how the information in the District's financial report relates to the services the District provides and the activities it performs. |                    |

Sources: Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial reports for the relevant year.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
NET ASSETS BY COMPONENT  
Last Ten Fiscal Years

|                                  | 2012/13       | 2011/12       | 2010/11       | 2009/10       | 2008/09       | 2007/08       | 2006/07       | 2005/06 (2)   | 2004/05 (1)   | 2003/04       |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Net Investment in capital assets | \$ 78,147,428 | \$ 67,896,379 | \$ 52,993,496 | \$ 47,354,377 | \$ 44,715,778 | \$ 40,432,861 | \$ 33,700,448 | \$ 30,615,411 | \$ 26,666,133 | \$ 25,726,907 |
| Restricted - expendable          | 1,254,116     | 1,277,411     | 1,766,629     | 1,463,530     | 1,332,000     | 1,171,953     | 1,493,545     | 1,193,320     | 3,417,689     | 2,621,323     |
| Restricted - nonexpendable       | 536,143       | 555,540       | 581,183       | 608,637       | 617,676       | 559,175       | 553,992       | 554,901       | 542,806       | 556,339       |
| Unrestricted                     | 18,010,422    | 15,980,102    | 21,245,920    | 15,862,969    | 11,571,245    | 9,529,847     | 6,863,655     | 5,728,035     | 3,935,874     | 2,600,345     |
| Total net position               | \$ 97,948,109 | \$ 85,709,432 | \$ 76,587,228 | \$ 65,289,513 | \$ 58,236,699 | \$ 51,693,836 | \$ 42,611,640 | \$ 38,091,667 | \$ 34,562,502 | \$ 31,504,914 |
|                                  |               |               |               |               |               |               |               |               |               |               |

Source: Audited financial statements for the past ten fiscal years.

Note 1: FY2004/05 amounts were restated in FY2005/06 to capitalize interest for assets constructed from the proceeds of bonds issued in accordance with the District's Master Plan.

Note 2: FY2005/06 amounts were reclassified between net investment in capital assets, restricted - expendable and unrestricted to improve the classification of assets and liabilities within these categories. The fiscal years prior to FY2005/06 have not been restated.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
CHANGES IN NET POSITION  
Last Ten Fiscal Years

|  | 2012/13       | 2011/12       | 2010/11       | 2009/10 (1)   | 2008/09       | 2007/08       | 2006/07       | 2005/06       | 2004/05       | 2003/04       |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Operating expenses:</b>                               |               |               |               |               |               |               |               |               |               |               |
| Educational and general:                                 |               |               |               |               |               |               |               |               |               |               |
| Instruction  | \$ 17,655,723 | \$ 17,698,239 | \$ 18,775,348 | \$ 18,706,094 | \$ 17,525,630 | \$ 16,216,739 | \$ 15,175,652 | \$ 14,063,388 | \$ 13,501,501 | \$ 12,118,617 |
| Public service   | 1,319,994     | 468,221       | 417,983       | 422,084       | 445,716       | 482,123       | 469,694       | 427,283       | 536,325       | 645,631       |
| Academic support   | 4,114,700     | 5,506,885     | 5,163,892     | 5,305,978     | 3,877,549     | 3,550,891     | 3,431,924     | 3,360,252     | 3,745,522     | 3,122,713     |
| Student services   | 5,139,128     | 4,717,637     | 4,799,851     | 4,488,132     | 4,423,646     | 4,423,089     | 3,799,884     | 3,632,561     | 3,553,447     | 2,439,897     |
| Institutional support                                    | 8,161,909     | 8,322,159     | 8,048,375     | 8,040,029     | 10,472,894    | 9,680,826     | 9,007,831     | 8,413,195     | 8,241,986     | 6,603,761     |
| Operation and maintenance of plant                       | 5,847,012     | 5,658,989     | 5,085,259     | 4,929,835     | 5,241,506     | 5,699,368     | 6,054,495     | 6,678,206     | 7,791,233     | 8,822,310     |
| Scholarships   | 7,792,260     | 6,972,898     | 8,246,942     | 6,880,339     | 3,244,248     | 2,385,237     | 2,142,681     | 2,235,781     | 2,420,745     | 2,024,227     |
| Auxiliary enterprises                                    | 2,795,291     | 2,958,145     | 3,272,931     | 3,156,306     | 3,149,945     | 4,087,342     | 5,735,654     | 5,928,988     | 4,755,382     | 5,709,607     |
| Depreciation   | 5,113,014     | 4,964,260     | 4,747,968     | 4,667,983     | 4,251,835     | 4,009,537     | 3,524,995     | 2,648,059     | 2,073,464     | 1,715,650     |
| Other  | 68,974        | 42,246        | -             | -             | -             | -             | -             | -             | -             | -             |
| Total operating expenses                                 | 58,008,005    | 57,309,679    | 58,558,549    | 56,596,780    | 52,632,969    | 50,535,152    | 49,342,810    | 47,387,713    | 46,619,605    | 43,202,413    |
| <b>Operating revenues:</b>                               |               |               |               |               |               |               |               |               |               |               |
| Tuition and fees pledged as security for revenue bonds   | 8,610,225     | 7,749,248     | 7,453,699     | 6,853,199     | 5,395,124     | 6,402,070     | 7,063,707     | 6,543,317     | 5,920,182     | 5,815,139     |
| Bookstore income   | 216,100       | 212,952       | 99,668        | 105,060       | 127,093       | 127,202       | 122,752       | 109,525       | 112,407       | 152,844       |
| Food service sales pledged as security for revenue bonds | -             | -             | 40,077        | 33,454        | 189,630       | 196,719       | 185,637       | 256,930       | 270,131       | 394,890       |
| Dormitory rentals pledged as security for revenue bonds  | 609,362       | 661,380       | 706,427       | 615,223       | 311,967       | 308,994       | 253,497       | 289,668       | 262,246       | 323,650       |
| Other  | 1,545,639     | 991,467       | 990,130       | 865,619       | 802,981       | 883,519       | 969,866       | 1,343,169     | 1,251,091     | 1,428,657     |
| Total operating revenues                                 | 10,981,326    | 9,615,047     | 9,290,001     | 8,472,555     | 6,826,795     | 7,918,504     | 8,595,459     | 8,542,609     | 7,816,057     | 8,115,180     |
| Operating loss   | (47,026,679)  | (47,694,632)  | (49,268,548)  | (48,124,225)  | (45,806,174)  | (42,616,648)  | (40,747,351)  | (38,845,104)  | (38,803,548)  | (35,087,233)  |
| <b>Nonoperating revenues (expenses):</b>                 |               |               |               |               |               |               |               |               |               |               |
| Property taxes   | 45,270,751    | 43,701,144    | 43,357,697    | 41,853,443    | 40,242,345    | 38,126,821    | 35,439,097    | 33,086,999    | 31,369,540    | 28,782,021    |
| Government grants  | 13,332,275    | 11,892,501    | 12,132,545    | 9,945,752     | 7,764,046     | 5,567,413     | 4,965,960     | 4,705,133     | 4,967,630     | 5,677,475     |
| State appropriations                                     | 957,600       | 899,200       | 4,196,000     | 4,196,000     | 4,523,974     | 4,820,400     | 4,738,700     | 4,738,700     | 4,724,400     | 4,589,100     |
| Share of state sales taxes                               | 533,514       | 524,433       | 504,545       | 525,705       | 575,637       | 645,345       | 661,207       | 527,127       | 505,338       | 483,665       |
| Private grants and gifts                                 | 841,367       | 710,239       | 866,820       | 691,196       | 368,773       | 1,036,345     | 258,992       | 358,063       | 297,474       | 251,758       |
| Investment earnings                                      | 61,214        | 100,030       | 96,181        | 85,984        | 327,532       | 726,726       | 958,016       | 817,166       | 399,527       | 498,605       |
| Interest expense on debt                                 | (1,737,933)   | (1,533,223)   | (2,388,920)   | (2,442,999)   | (2,554,248)   | (2,726,727)   | (2,475,647)   | (2,539,812)   | (1,676,842)   | (1,712,315)   |
| Settlement of litigation                                 | -             | -             | 1,800,000     | -             | -             | -             | -             | -             | -             | -             |
| Gain (loss) on disposal of capital assets                | 2,432         | 17,477        | 1,395         | 3,590         | 1,035,796     | -             | (2,911)       | (6,007)       | -             | -             |
| Total nonoperating revenues                              | 59,261,220    | 56,311,801    | 60,566,263    | 54,858,671    | 52,283,855    | 48,196,323    | 44,543,414    | 41,687,369    | 40,587,067    | 38,570,309    |
| Income before other revenues, expenses, gains or losses  | 12,234,541    | 8,617,169     | 11,297,715    | 6,734,446     | 6,477,681     | 5,579,675     | 3,796,063     | 2,842,265     | 1,783,519     | 3,483,076     |
| Capital appropriations                                   | -             | -             | -             | -             | -             | 703,900       | 678,500       | 686,900       | 683,800       | 567,400       |
| Capital grants and gifts                                 | 4,136         | 505,035       | -             | 318,368       | 65,182        | 2,798,621     | 45,410        | -             | -             | 28,977        |
| Increase in net position                                 | \$ 12,238,677 | \$ 9,122,204  | \$ 11,297,715 | \$ 7,052,814  | \$ 6,542,863  | \$ 9,082,196  | \$ 4,519,973  | \$ 3,529,165  | \$ 2,467,319  | \$ 4,079,453  |

Source: Audited financial statements for the past ten fiscal years.

Note 1: The increases in instruction and academic support expenses and decrease in institutional support expenses from FY2008/09 to FY2009/10 were due to functional category changes made when the District set up the new chart of accounts in the new finance system.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
EXPENDITURE LIMITATION  
STATUTORY LIMIT TO BUDGETED EXPENDITURES  
Last Ten Fiscal Years

| FISCAL YEAR | STATUTORY EXPENDITURE LIMITATION (1) | BUDGETED EXPENDITURES SUBJECT TO LIMITATION (2) | UNUSED LEGAL LIMIT (3) |
|-------------|--------------------------------------|---|------------------------|
| 2003/04     | \$ 30,888,344                        | \$ 29,769,557                                   | \$ 1,118,787           |
| 2004/05     | 31,084,322                           | 30,936,096                                      | 148,226                |
| 2005/06     | 29,756,503                           | 29,756,502                                      | 1                      |
| 2006/07     | 31,866,200                           | 31,866,199                                      | 1                      |
| 2007/08     | 35,640,999                           | 35,640,998                                      | 1                      |
| 2008/09     | 37,614,068                           | 37,614,067                                      | 1                      |
| 2009/10     | 40,285,827                           | 40,285,826                                      | 1                      |
| 2010/11     | 40,776,721                           | 40,776,720                                      | 1                      |
| 2011/12     | 47,208,739                           | 47,208,738                                      | 1                      |
| 2012/13     | 43,155,948                           | 43,155,947                                      | 1                      |

Source: Audited Reports on Audit of Annual Budgeted Expenditure Limitation.

Note 1: The Statutory Expenditure Limitation is calculated by the Arizona Department of Revenue Economic Estimates Commission and applies to Current (General, Auxiliary Enterprises, and Restricted) and Plant Funds (Unexpended and Retirement of Indebtedness).

Note 2: Budgeted expenditures are net of allowable exclusions.

Note 3: The penalty for exceeding the expenditure limitation for fiscal year 2002-03 was reduced to a maximum of a \$100 reduction in state aid by House Bill 2563, Laws 2000, Chapter 351.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
PROPERTY TAX LEVIES AND COLLECTIONS  
Last Ten Fiscal Years

| Fiscal Year | Original Tax Levy | Adjustments | Adjusted Levy | Collections Initial Tax Year | Percentage of Original Tax Levy | Collections in Subsequent Years | Total Collections To Date | Percent of Total Tax Collections to Adjusted Levy |
|-------------|-------------------|-------------|---------------|------------------------------|---------------------------------|---------------------------------|---------------------------|---|
| 2003/04     | \$ 28,748,709     | \$ (57,725) | \$ 28,690,984 | \$ 27,766,489                | 96.58%                          | \$ 912,068                      | \$ 28,678,557             | 99.96%  |
| 2004/05     | 31,323,257        | (139,478)   | 31,183,779    | 30,320,499                   | 96.80%                          | 847,622                         | 31,168,121                | 99.95%  |
| 2005/06     | 33,058,979        | (169,159)   | 32,889,820    | 32,138,159                   | 97.21%                          | 740,490                         | 32,878,649                | 99.97%  |
| 2006/07     | 35,442,857        | (168,597)   | 35,274,260    | 34,480,667                   | 97.29%                          | 782,377                         | 35,263,044                | 99.97%  |
| 2007/08     | 38,171,659        | (193,765)   | 37,977,894    | 36,874,670                   | 96.60%                          | 1,084,566                       | 37,959,236                | 99.95%  |
| 2008/09     | 40,572,257        | (132,085)   | 40,440,172    | 38,855,855                   | 95.77%                          | 1,552,911                       | 40,408,766                | 99.92%  |
| 2009/10     | 42,031,687        | (114,803)   | 41,916,884    | 40,105,227                   | 95.42%                          | 1,771,970                       | 41,877,197                | 99.91%  |
| 2010/11     | 43,495,629        | (98,545)    | 43,397,084    | 41,545,863                   | 95.52%                          | 1,799,675                       | 43,345,538                | 99.88%  |
| 2011/12     | 43,804,957        | (83,029)    | 43,721,928    | 41,965,795                   | 95.80%                          | 1,673,764                       | 43,639,559                | 99.81%  |
| 2012/13     | 45,420,203        | (157,267)   | 45,262,936    | 43,997,586                   | 96.87%                          | -                               | 43,997,586                | 97.20%  |

Source: Yavapai County Treasurer's Office and District records.

Note 1: Includes both primary and secondary taxes.

Note 2: Amounts collected are on a cash basis.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY  
 Last Ten Fiscal Years

| Fiscal Year | Primary Assessed Value          |                     |                              | Total Taxable Assessed Value | Total Direct Tax Rate (2) | Estimated Actual Value | Assessed Value as a Percentage of Actual Value |
|-------------|---------------------------------|---------------------|------------------------------|------------------------------|---------------------------|------------------------|--|
|             | Residential and Vacant Property | Commercial Property | Unattached Personal Property |                              |                           |                        |  |
| 2003/04     | \$ 1,055,971,160                | \$ 415,043,260      | \$ 45,792,997                | \$ 1,516,807,417             | 1.8778                    | \$ 12,071,754,471      | 12.56%   |
| 2004/05     | 1,178,680,548                   | 452,777,214         | 44,571,778                   | 1,676,029,540                | 1.8514                    | 13,416,406,081         | 12.49%   |
| 2005/06     | 1,322,060,791                   | 506,417,682         | 49,368,952                   | 1,877,847,425                | 1.7514                    | 15,045,533,581         | 12.48%   |
| 2006/07     | 1,511,362,543                   | 566,635,332         | 47,712,332                   | 2,125,710,207                | 1.6573                    | 17,098,083,909         | 12.43%   |
| 2007/08     | 1,754,125,017                   | 664,163,807         | 51,977,047                   | 2,470,265,871                | 1.5225                    | 20,111,624,109         | 12.28%   |
| 2008/09     | 2,094,798,703                   | 803,911,861         | 55,888,168                   | 2,954,598,732                | 1.3394                    | 23,973,791,761         | 12.32%   |
| 2009/10     | 2,373,124,327                   | 841,667,070         | 59,286,950                   | 3,274,078,347                | 1.2617                    | 26,993,826,530         | 12.13%   |
| 2010/11     | 2,357,527,484                   | 767,441,706         | 62,608,487                   | 3,187,577,677                | 1.3609                    | 26,602,931,420         | 11.98%   |
| 2011/12     | 2,007,011,632                   | 623,434,540         | 81,731,709                   | 2,712,177,881                | 1.6175                    | 22,580,984,308         | 12.01%   |
| 2012/13     | 1,748,825,220                   | 573,976,929         | 82,671,574                   | 2,405,473,723                | 1.8875                    | 20,142,814,909         | 11.94%   |

Source: Yavapai County Assessor's Office.

Note 1: Property in the County is reassessed each year. Tax rates are per \$100 of assessed value.

Note 2: Includes both primary and secondary tax rates. See Property Tax Rates, Direct and Overlapping Governments schedule.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
PROPERTY TAX RATES, DIRECT AND OVERLAPPING GOVERNMENTS  
Last Ten Fiscal Years (Per \$100 of Assessed Value)

| Fiscal Year | Yavapai College | Overlapping Rates |                  |        |                            |         |                  |         |
|-------------|-----------------|-------------------|------------------|--------|----------------------------|---------|------------------|---------|
|             |                 | Yavapai County    | Cities and Towns |        | Fire and Special Districts |         | School Districts |         |
|             |                 |                   | From             | To     | From                       | To      | From             | To      |
| 2003/04     | 1.8778          | 2.5832            | 0.6487           | 1.2461 | 0.3235                     | 3.3000  | 1.2516           | 8.2795  |
| 2004/05     | 1.8514          | 2.5637            | 0.6146           | 1.1904 | 0.3744                     | 3.3000  | 1.2362           | 9.5346  |
| 2005/06     | 1.7514          | 2.1042            | 0.5658           | 1.1134 | 0.1894                     | 3.4285  | 1.8496           | 10.4246 |
| 2006/07     | 1.6573          | 2.0450            | 0.5275           | 1.1281 | 0.2523                     | 3.4491  | 1.8190           | 9.4606  |
| 2007/08     | 1.5225          | 1.8860            | 0.4973           | 0.8977 | 0.2130                     | 3.4108  | 1.3621           | 9.4004  |
| 2008/09     | 1.3394          | 1.7148            | 0.4235           | 0.7600 | 0.0711                     | 3.4200  | 1.2310           | 8.4913  |
| 2009/10     | 1.2617          | 1.9627            | 0.3697           | 0.9120 | 0.0401                     | 7.3600  | 1.1824           | 8.1837  |
| 2010/11     | 1.3609          | 2.1083            | 0.0109           | 1.4401 | 0.0492                     | 9.6600  | 0.2436           | 7.7525  |
| 2011/12     | 1.6175          | 2.3431            | 0.0142           | 1.4400 | 0.0642                     | 11.4000 | 1.2605           | 7.9313  |
| 2012/13     | 1.8875          | 2.6766            | 0.4083           | 1.4400 | 0.0437                     | 13.6892 | 1.2727           | 7.2224  |

Source: Yavapai County Assessor's Office.

Note 1: Rates include primary and secondary.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 ASSESSED VALUATION, TAX RATE AND LEVY HISTORY  
 Last Ten Fiscal Years

| Fiscal Year | Primary            |          |               | Secondary          |          |              |
|-------------|--------------------|----------|---------------|--------------------|----------|--------------|
|             | Assessed Valuation | Tax Rate | Tax Levy      | Assessed Valuation | Tax Rate | Tax Levy     |
| 2003/04     | \$ 1,516,807,417   | 1.5672   | \$ 23,771,406 | \$ 1,602,480,129   | .3106    | \$ 4,977,303 |
| 2004/05     | 1,676,029,540      | 1.5626   | 26,189,638    | 1,785,174,684      | .2888    | 5,155,584    |
| 2005/06     | 1,877,847,425      | 1.4900   | 27,979,927    | 2,020,575,209      | .2614    | 5,281,784    |
| 2006/07     | 2,125,710,207      | 1.4308   | 30,414,662    | 2,302,712,940      | .2265    | 5,215,645    |
| 2007/08     | 2,470,265,871      | 1.3397   | 33,094,152    | 2,853,059,731      | .1828    | 5,215,393    |
| 2008/09     | 2,954,598,732      | 1.1989   | 35,422,684    | 3,746,625,208      | .1405    | 5,264,008    |
| 2009/10     | 3,274,078,347      | 1.1250   | 36,833,381    | 3,824,935,514      | .1367    | 5,228,687    |
| 2010/11     | 3,187,559,879      | 1.2046   | 38,397,561    | 3,350,111,921      | .1563    | 5,235,677    |
| 2011/12     | 2,712,177,881      | 1.4274   | 38,713,627    | 2,753,690,772      | .1901    | 5,234,766    |
| 2012/13     | 2,405,473,723      | 1.6725   | 40,231,548    | 2,414,825,073      | .2150    | 5,191,874    |

Source: Yavapai County Assessor's Office and District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 PRINCIPAL PROPERTY TAXPAYERS  
 Current Year and Nine Years Ago

| Taxpayer                                  | 2012 Primary Assessed Valuation | Rank | Percent of Yavapai County's 2012/13 Primary Assessed Valuation | 2003 Primary Assessed Valuation (1) | Rank | Percent of Yavapai County's 2003/04 Primary Assessed Valuation |
|---|---------------------------------|------|--|-------------------------------------|------|--|
| Phelps Dodge Bagdad Copper Company        | \$ 161,545,894                  | 1    | 6.72%  | \$ 16,146,767                       | 4    | 1.06%  |
| Arizona Public Service                    | 87,247,487                      | 2    | 3.63%  | 55,172,666                          | 1    | 3.64%  |
| Transwestern Pipeline Company             | 30,190,221                      | 3    | 1.26%  | 7,715,449                           | 8    | 0.51%  |
| Phoenix Cement Co / Salt River Materials  | 27,309,650                      | 4    | 1.14%  | -                                   | -    | -  |
| Drake Cement                              | 19,979,189                      | 5    | 0.83%  | -                                   | -    | -  |
| Unisource Energy Corporation              | 14,489,419                      | 6    | 0.60%  | -                                   | -    | -  |
| Qwest                                     | 11,478,653                      | 7    | 0.48%  | 22,631,795                          | 2    | 1.49%  |
| Burlington Northern Santa Fe Railroad     | 10,119,508                      | 8    | 0.42%  | 8,853,353                           | 7    | 0.58%  |
| El Paso Natural Gas Company               | 9,039,557                       | 9    | 0.38%  | 9,383,995                           | 6    | 0.62%  |
| TWC II - Prescott Mall LLC                | 5,897,740                       | 10   | 0.25%  | -                                   | -    | -  |
| Citizens Utility Company                  | -                               | -    | -  | 16,221,352                          | 3    | 1.07%  |
| Salt River Pima-Maricopa Indian Community | -                               | -    | -  | 12,106,537                          | 5    | 0.80%  |
| New Enchantment LP                        | -                               | -    | -  | 5,506,754                           | 9    | 0.36%  |
| Cyprus Bagdad Copper Company              | -                               | -    | -  | 4,584,531                           | 10   | 0.30%  |
| Total Top Ten                             | <u>\$ 377,297,318</u>           |      | <u>15.71%</u>  | <u>\$ 158,323,199</u>               |      | <u>10.43%</u>  |

Source: Yavapai County Assessor.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 TUITION SCHEDULE  
 Last Ten Fiscal Years

| Fiscal Year | Annual<br>Tuition Rates (1) | Tuition per<br>Credit Hour |
|-------------|-----------------------------|----------------------------|
| 2003/04     | \$ 1,140                    | \$ 38                      |
| 2004/05     | 1,140                       | 38                         |
| 2005/06     | 1,320                       | 44                         |
| 2006/07     | 1,350                       | 45                         |
| 2007/08     | 1,470                       | 49                         |
| 2008/09     | 1,560                       | 52                         |
| 2009/10     | 1,740                       | 58                         |
| 2010/11     | 1,860                       | 62                         |
| 2011/12     | 2,010                       | 67                         |
| 2012/13     | 2,100                       | 70                         |

Source: District records.

Note 1: Tuition based on one year of full-time equivalent credit for in-state students at District's base tuition rate. Beginning fiscal year 2012-13, the District implemented a differentiated tuition model; tier 1 classes - \$76 per credit hour and tier 2 classes - \$85 per credit hour.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
RATIOS OF OUTSTANDING DEBT BY TYPE  
Last Ten Fiscal Years

| Fiscal Year | General Obligation Bonds (1) | Revenue Bonds (1) | Pledged Revenue Obligations (1) | Capital Lease Obligations | Total Outstanding Debt | Percentage of personal Income (2) | Per Capita (2) |
|-------------|------------------------------|-------------------|---------------------------------|---------------------------|------------------------|-----------------------------------|----------------|
| 2003/04     | \$ 45,680,000                | \$ 1,560,000      | \$ -                            | \$ 320,864                | \$ 47,560,864          | 1.13%                             | \$ 261         |
| 2004/05     | 61,725,000                   | 1,425,000         | -                               | 826,824                   | 63,976,824             | 1.37%                             | 341            |
| 2005/06     | 59,235,000                   | 1,280,000         | -                               | 2,148,280                 | 62,663,280             | 1.19%                             | 321            |
| 2006/07     | 56,425,000                   | 1,125,000         | -                               | 8,089,092                 | 65,639,092             | 1.13%                             | 322            |
| 2007/08     | 53,510,000                   | 965,000           | -                               | 10,952,114                | 65,427,114             | 1.03%                             | 313            |
| 2008/09     | 50,470,000                   | 795,000           | -                               | 9,140,549                 | 60,405,549             | 0.91%                             | 286            |
| 2009/10     | 47,310,000                   | 615,000           | -                               | 7,912,310                 | 55,837,310             | 0.93%                             | 264            |
| 2010/11     | 44,300,173                   | 420,000           | 14,082,639                      | 1,787,090                 | 60,589,902             | 1.01%                             | 287            |
| 2011/12     | 40,592,257                   | -                 | 13,225,308                      | 260,918                   | 54,078,483             | 0.87%                             | 255            |
| 2012/13     | 36,712,940                   | 5,000,000         | 12,332,977                      | 118,471                   | 54,164,388             | 0.87%                             | 255            |

Source: District Records, Bureau of Economic Analysis and Arizona Department of Economic Security.

Note 1: Presented net of original issuance discounts and premiums.

Note 2: See the Population and Personal Income Schedule for Yavapai County on page 66 for data.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
LEGAL DEBT MARGIN  
Last Ten Fiscal Years

|  | 2012/13          | 2011/12          | 2010/11          | 2009/10          | 2008/09          | 2007/08          | 2006/07          | 2005/06          | 2004/05          | 2003/04          |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Secondary Assessed Value</b>  | \$ 2,414,825,073 | \$ 2,753,690,772 | \$ 3,350,111,921 | \$ 3,824,935,514 | \$ 3,746,625,208 | \$ 2,853,059,731 | \$ 2,302,712,940 | \$ 2,020,575,209 | \$ 1,783,988,336 | \$ 1,602,480,129 |
| <b>Legal Debt Margin</b>   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Debt limit - 15% of secondary assessed value                             | 362,223,761      | 413,053,616      | 502,516,788      | 573,740,327      | 561,993,781      | 427,958,960      | 345,406,941      | 303,086,281      | 267,598,250      | 240,372,019      |
| Amount of debt applicable to debt limit:                                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| General obligation bonded debt   | (36,610,000)     | (40,470,000)     | (43,935,000)     | (47,310,000)     | (50,470,000)     | (53,510,000)     | (56,425,000)     | (59,235,000)     | (61,725,000)     | (45,680,000)     |
| Legal debt margin  | \$ 325,613,761   | \$ 372,583,616   | \$ 458,581,788   | \$ 526,430,327   | \$ 511,523,781   | \$ 374,448,960   | \$ 288,981,941   | \$ 243,851,281   | \$ 205,873,250   | \$ 194,692,019   |
| Total general obligation bonded debt as a percentage of legal debt limit | 10.11%           | 9.80%            | 8.74%            | 8.25%            | 8.98%            | 12.50%           | 16.34%           | 19.54%           | 23.07%           | 19.00%           |

Source: Yavapai County Assessor's Office and District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 RATIO OF NET GENERAL OBLIGATION BONDED DEBT TO  
 ASSESSED VALUE AND NET GENERAL BONDED DEBT PER CAPITA  
 Last Ten Fiscal Years

| Fiscal Year | Estimated Population (Yavapai County) (1) | Secondary Assessed Value of Real Estate | General Obligation Bonds (2) | Amount Available For Retirement of General Obligation Bond Debt (3) | Net Bonded Debt | Percentage of Net Bonded Debt to Assessed Value | Net Bonded Debt Per Capita |
|-------------|---|---|------------------------------|---|-----------------|---|----------------------------|
| 2003/04     | 182,090                                   | \$ 1,602,480,129                        | \$ 45,680,000                | \$ 442,460  | \$ 45,237,540   | 2.82%   | \$ 248.44                  |
| 2004/05     | 187,822                                   | 1,785,174,684                           | 61,725,000                   | 443,359   | 61,281,641      | 3.43%   | 326.28                     |
| 2005/06     | 195,424                                   | 2,020,575,209                           | 59,235,000                   | 583,290   | 58,651,710      | 2.90%   | 300.13                     |
| 2006/07     | 204,082                                   | 2,302,712,940                           | 56,425,000                   | 664,470   | 55,760,530      | 2.42%   | 273.23                     |
| 2007/08     | 208,773                                   | 2,853,059,731                           | 53,510,000                   | 907,674   | 52,602,326      | 1.84%   | 251.96                     |
| 2008/09     | 211,211                                   | 3,746,625,208                           | 50,470,000                   | 929,506   | 49,540,494      | 1.32%   | 234.55                     |
| 2009/10     | 211,172                                   | 3,824,935,514                           | 47,310,000                   | 948,903   | 46,361,097      | 1.21%   | 219.54                     |
| 2010/11     | 211,144                                   | 3,350,111,921                           | 43,935,000                   | 1,171,570   | 42,763,430      | 1.28%   | 202.53                     |
| 2011/12     | 211,888                                   | 2,753,690,772                           | 40,470,000                   | 945,695   | 39,524,305      | 1.44%   | 186.53                     |
| 2012/13     | 212,637                                   | 2,414,825,073                           | 36,712,940                   | 947,064   | 35,765,876      | 1.48%   | 168.20                     |

Source: District Records, Yavapai County Assessor's Office, and Arizona Department of Economic Security.

Note 1: See the Population and Personal Income Schedule for Yavapai County on page 66 for data.

Note 2: Presented net of original issuance discounts and premiums.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR GENERAL BONDED DEBT TO OPERATING  
 EXPENSES/EXPENDITURES  
 Last Ten Fiscal Years

| <b>Fiscal Year</b> | <b>Principal</b> | <b>Interest</b> | <b>Total Debt Service</b> | <b>Total Operating Expenses/ Expenditures</b> | <b>Percentage of Debt Service to Operating Expenses/ Expenditures</b> |
|--------------------|------------------|-----------------|---------------------------|---|---|
| 2003/04            | \$ 3,185,000     | \$ 2,015,630    | \$ 5,200,630              | \$ 43,202,413                                 | 12.04%  |
| 2004/05            | 3,455,000        | 1,809,834       | 5,264,834                 | 46,619,605                                    | 11.29%  |
| 2005/06            | 2,490,000        | 2,697,539       | 5,187,539                 | 47,387,713                                    | 10.95%  |
| 2006/07            | 2,810,000        | 2,404,983       | 5,214,983                 | 49,342,810                                    | 10.57%  |
| 2007/08            | 2,915,000        | 2,299,651       | 5,214,651                 | 50,535,152                                    | 10.32%  |
| 2008/09            | 3,040,000        | 2,187,883       | 5,227,883                 | 52,632,969                                    | 9.93%   |
| 2009/10            | 3,160,000        | 2,067,833       | 5,227,833                 | 56,596,780                                    | 9.24%   |
| 2010/11            | 3,375,000        | 1,859,646       | 5,234,646                 | 58,558,549                                    | 8.94%   |
| 2011/12            | 3,465,000        | 1,183,518       | 4,648,518                 | 57,309,679                                    | 8.11%   |
| 2012/13            | 3,860,000        | 1,328,668       | 5,188,668                 | 58,008,005                                    | 8.94%   |

Source: District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 COMPUTATION OF DIRECT AND OVERLAPPING DEBT  
 GENERAL OBLIGATION BONDS  
 June 30, 2013

| <b>Jurisdiction</b>                       | <b>Debt<br/>Outstanding</b> |
|---|-----------------------------|
| <u>Direct Debt:</u>                       |                             |
| Yavapai County Community College District | \$ 36,610,000               |
| Total direct debt                         | <u>36,610,000</u>           |
| <u>Overlapping Debt(1):</u>               |                             |
| School Districts                          | 122,230,000                 |
| City of Prescott                          | <u>680,000</u>              |
| Total overlapping debt                    | <u>122,910,000</u>          |
| Total direct and overlapping debt         | <u>\$ 159,520,000</u>       |

Source: Yavapai County Treasurer's Office and City of Prescott.

Note 1: Excludes improvement districts.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 REVENUE BOND AND PLEDGED REVENUE OBLIGATIONS COVERAGE  
 Last Ten Fiscal Years

| Fiscal Year | Pledged Revenues (1) | Debt Service Requirements (2) |           | Total      | Coverage |
|-------------|----------------------|-------------------------------|-----------|------------|----------|
|             |                      | Principal                     | Interest  |            |          |
| 2003/04     | \$ 8,133,022         | \$ 130,000                    | \$ 95,822 | \$ 225,822 | 36.02    |
| 2004/05     | 7,963,710            | 135,000                       | 88,401    | 223,401    | 35.65    |
| 2005/06     | 8,942,844            | 145,000                       | 80,418    | 225,418    | 39.67    |
| 2006/07     | 9,137,014            | 155,000                       | 71,755    | 226,755    | 40.29    |
| 2007/08     | 8,092,973            | 160,000                       | 62,580    | 222,580    | 36.36    |
| 2008/09     | 7,025,586            | 170,000                       | 52,800    | 222,800    | 31.53    |
| 2009/10     | 8,521,468            | 180,000                       | 42,300    | 222,300    | 38.33    |
| 2010/11     | 9,290,001            | 285,000                       | 158,529   | 443,529    | 20.95    |
| 2011/12     | 9,644,951            | 1,265,000                     | 613,256   | 1,878,256  | 5.14     |
| 2012/13     | 10,864,393           | 880,000                       | 560,406   | 1,440,406  | 7.54     |

Source: District records.

Note 1: Pledged revenues include tuition and fees, bookstore revenues, food service sales, dormitory rentals, and other income and are reported net of scholarships and allowances per GASB Statement Number 35.

Note 2: Pledged revenue obligations issued April 16, 2011.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 ECONOMIC INDICATORS FOR YAVAPAI COUNTY  
 June 30, 2013

| <b>Employment by Sector</b>         | <b>Employees</b> |
|-------------------------------------|------------------|
| Mining and Construction             | 4,100            |
| Education and Health Services       | 9,800            |
| Financial Activities                | 1,600            |
| Government                          | 9,300            |
| Leisure and Hospitality             | 8,000            |
| Manufacturing                       | 2,900            |
| Professional and Business Services  | 3,400            |
| Trade, Transportation and Utilities | 11,400           |
| Information                         | 600              |
| Other Services                      | 3,400            |

| <b>Employment by Occupation</b>        | <b>Percent of Total</b> |
|--|-------------------------|
| Office and Administrative              | 15.9%                   |
| Sales and Related                      | 11.3%                   |
| Food Preparation and Serving Related   | 11.9%                   |
| Education, Training, and Library       | 7.2%                    |
| Healthcare Practitioners and Technical | 6.1%                    |
| Transportation and Material Moving     | 6.3%                    |
| Management                             | 5.1%                    |
| Construction and Extraction            | 5.5%                    |
| Protective Service                     | 3.6%                    |
| Production                             | 4.3%                    |
| Installation, Maintenance, and Repair  | 4.5%                    |
| Healthcare Support                     | 3.4%                    |
| Building, Grounds and Maintenance      | 3.7%                    |
| Personal Care and Service              | 3.3%                    |
| Business and Financial Operations      | 2.6%                    |
| Other                                  | 5.2%                    |

|                          |      |
|--------------------------|------|
| <b>Unemployment Rate</b> | 8.7% |
|--------------------------|------|

|                    |        |
|--------------------|--------|
| <b>Labor Force</b> | 90,627 |
|--------------------|--------|

Source: Arizona Department of Commerce and United States Department of Labor.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 PRINCIPAL EMPLOYERS IN YAVAPAI COUNTY  
 Current Year and Nine Years Ago

| Major Employers                  | FY 2012/13   |      |                                    | FY 2003/2004 |      |                                    |
|----------------------------------|--------------|------|------------------------------------|--------------|------|------------------------------------|
|                                  | Employees    | Rank | Percent of Total County Employment | Employees    | Rank | Percent of Total County Employment |
| Yavapai County                   | 1,414        | 1    | 1.56%                              | 1,213        | 1    | 1.48%                              |
| Yavapai Regional Medical Center  | 1,402        | 2    | 1.55%                              | 730          | 4    | 0.89%                              |
| Verde Valley Medical Center      | 959          | 3    | 1.06%                              | 351          | 9    | 0.43%                              |
| Veterans Medical Center          | 889          | 4    | 0.98%                              | 550          | 6    | 0.67%                              |
| Cyprus Bagdad Copper Mine        | 871          | 5    | 0.96%                              | 535          | 7    | 0.65%                              |
| Humbolt Unified School District  | 631          | 6    | 0.70%                              | -            | -    | -                                  |
| Sturm Ruger & Company            | 579          | 7    | 0.64%                              | 1,176        | 2    | 1.44%                              |
| Yavapai College (1)              | 564          | 8    | 0.62%                              | 831          | 3    | 1.02%                              |
| State of Arizona                 | 561          | 9    | 0.62%                              | 330          | 10   | 0.40%                              |
| Prescott Unified School District | 495          | 10   | 0.55%                              | 573          | 5    | 0.70%                              |
| City of Prescott                 | -            | -    | -                                  | 385          | 8    | 0.47%                              |
| <b>Total</b>                     | <b>8,365</b> |      | <b>9.24%</b>                       | <b>6,674</b> |      | <b>8.15%</b>                       |

Source: District and the listed employers records.

Note 1: For FY 2003-04 the District reported the number of employees on a head-count basis and for FY 2012-13 the District reported the number of employees on a full-time equivalent basis.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 MISCELLANEOUS STATISTICS  
 June 30, 2013

|                              |                                    |
|------------------------------|------------------------------------|
| <b>Established</b>           | July 1, 1966                       |
| <b>Geographical Location</b> | West Central<br>portion of Arizona |
| <b>County Seat</b>           | Prescott                           |

| <b>Population</b> | <b>2000</b> | <b>2010</b> | <b>2012</b> |
|-------------------|-------------|-------------|-------------|
| Yavapai County    | 167,517     | 211,144     | 212,637     |
| State of Arizona  | 5,130,632   | 6,392,017   | 6,553,255   |

| <b>Age Distribution*</b> | <b>% of Total</b> |
|--------------------------|-------------------|
| 0-14                     | 14.6%             |
| 15-24                    | 10.6%             |
| 25-44                    | 17.9%             |
| 45-64                    | 30.8%             |
| 65+                      | 26.1%             |

| <b>Population Composition *</b> | <b>% of Total</b> |
|---------------------------------|-------------------|
| <u>RACE</u>                     |                   |
| White                           | 80.1%             |
| Hispanic                        | 13.9%             |
| African American                | 0.8%              |
| Native American                 | 2.0%              |
| Asian or Pacific Islander       | 1.1%              |
| Other                           | 2.1%              |
| <b>TOTAL</b>                    | <b>100.0%</b>     |

Source: US Census Bureau and Arizona Department of Economic Security.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 POPULATION AND PERSONAL INCOME FOR YAVAPAI COUNTY  
 Last Ten Fiscal Years

| Fiscal Year | Population | Personal<br>Income<br>(amounts<br>expressed in<br>thousands) | Per Capita<br>Personal<br>Income (1) |
|-------------|------------|--|--------------------------------------|
| 2003/04     | 182,090    | \$ 4,211,097   | \$ 23,126                            |
| 2004/05     | 187,822    | 4,681,083  | 24,923                               |
| 2005/06     | 195,424    | 5,278,898  | 27,013                               |
| 2006/07     | 204,082    | 5,816,674  | 28,502                               |
| 2007/08     | 208,773    | 6,332,616  | 30,333                               |
| 2008/09     | 211,211    | 6,627,607  | 31,379                               |
| 2009/10     | 211,172    | 6,034,069  | 28,574                               |
| 2010/11     | 211,144    | 6,015,150  | 28,488                               |
| 2011/12     | 211,888    | 6,248,490  | 29,490                               |
| 2012/13     | 212,637    | 6,227,459  | 29,287                               |

Source: Bureau of Economic Analysis and US Census Bureau

Note 1: Personal Income and Per Capita Personal Income were not available for fiscal year 2012/13. Amounts were estimated based upon the prior 4 year average net change.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
STUDENT ENROLLMENT, DEGREE AND DEMOGRAPHIC STATISTICS  
Last Ten Fiscal Years

| Fiscal Year | Attendance |           | Gender |        | Residency |               |              |         |
|-------------|------------|-----------|--------|--------|-----------|---------------|--------------|---------|
|             | Full-Time  | Part-Time | Male   | Female | Resident  | Out of County | Out of State | Foreign |
| 2003/04     | 18.0%      | 82.0%     | 37.1%  | 62.9%  | 88.6%     | 5.4%          | 5.5%         | 0.5%    |
| 2004/05     | 19.0%      | 81.0%     | 38.2%  | 61.8%  | 84.7%     | 5.1%          | 9.8%         | 0.4%    |
| 2005/06     | 17.8%      | 82.2%     | 38.1%  | 61.9%  | 82.5%     | 4.5%          | 12.6%        | 0.4%    |
| 2006/07     | 15.3%      | 84.7%     | 38.9%  | 61.1%  | 82.9%     | 4.2%          | 12.5%        | 0.4%    |
| 2007/08     | 16.3%      | 83.7%     | 39.0%  | 61.0%  | 90.2%     | 4.3%          | 5.0%         | 0.5%    |
| 2008/09     | 17.7%      | 82.3%     | 40.0%  | 59.8%  | 82.4%     | 4.4%          | 12.8%        | 0.4%    |
| 2009/10     | 23.2%      | 76.8%     | 40.7%  | 59.3%  | 90.4%     | 4.9%          | 4.7%         | 0.0%    |
| 2010/11     | 22.9%      | 77.1%     | 42.9%  | 57.1%  | 87.5%     | 6.9%          | 5.5%         | 0.1%    |
| 2011/12     | 26.9%      | 73.1%     | 43.0%  | 57.0%  | 86.4%     | 6.9%          | 6.6%         | 0.1%    |
| 2012/13     | 21.0%      | 79.0%     | 43.7%  | 56.3%  | 85.9%     | 11.5%         | 2.5%         | 0.1%    |

| Fiscal Year | Degrees Awarded | Certificates Awarded |
|-------------|-----------------|----------------------|
| 2003/04     | 288             | 169                  |
| 2004/05     | 304             | 161                  |
| 2005/06     | 340             | 210                  |
| 2006/07     | 344             | 183                  |
| 2007/08     | 404             | 307                  |
| 2008/09     | 423             | 399                  |
| 2009/10     | 458             | 594                  |
| 2010/11     | 454             | 623                  |
| 2011/12     | 518             | 608                  |
| 2012/13     | 486             | 823                  |

| Fiscal Year | Age    |      | Ethnic Background |                |          |                  |       |               |
|-------------|--------|------|-------------------|----------------|----------|------------------|-------|---------------|
|             | Median | Mean | American Indian   | Asian American | Hispanic | African American | White | Other/Unknown |
| 2003/04     | 36     | 39   | 2.9%              | 1.0%           | 5.3%     | 0.8%             | 77.8% | 12.2%         |
| 2004/05     | 35     | 39   | 3.1%              | 1.0%           | 5.4%     | 0.9%             | 77.6% | 12.0%         |
| 2005/06     | 35     | 39   | 2.7%              | 1.0%           | 5.9%     | 0.8%             | 76.2% | 13.4%         |
| 2006/07     | 36     | 39   | 2.5%              | 1.2%           | 6.6%     | 0.8%             | 74.4% | 14.5%         |
| 2007/08     | 31     | 37   | 2.5%              | 1.5%           | 6.9%     | 1.1%             | 81.7% | 6.3%          |
| 2008/09     | 30     | 36   | 3.0%              | 1.4%           | 8.2%     | 1.0%             | 80.4% | 6.0%          |
| 2009/10     | 30     | 36   | 2.2%              | 1.2%           | 6.5%     | 0.9%             | 76.5% | 12.7%         |
| 2010/11     | 26     | 33   | 2.6%              | 0.9%           | 8.9%     | 0.9%             | 65.5% | 21.2%         |
| 2011/12     | 27     | 33   | 2.2%              | 0.9%           | 10.2%    | 0.9%             | 62.7% | 23.1%         |
| 2012/13     | 26     | 32   | 2.1%              | 1.1%           | 11.4%    | 0.8%             | 57.4% | 27.2%         |

Source: District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
HISTORIC ENROLLMENT  
Last Ten Fiscal Years

|                  | 2012/13 | 2011/12 | 2010/11 | 2009/10 | 2008/09 | 2007/08 | 2006/07 | 2005/06 | 2004/05 | 2003/04 |
|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Headcount</b> | 11,764  | 11,616  | 12,973  | 13,493  | 14,139  | 15,582  | 16,312  | 15,936  | 13,398  | 14,463  |

| FTSE by Campus        | 2012/13      | 2011/12      | 2010/11      | 2009/10      | 2008/09      | 2007/08      | 2006/07      | 2005/06      | 2004/05      | 2003/04      |
|-----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Prescott              | 1,479        | 1,605        | 1,894        | 2,396        | 2,317        | 2,137        | 2,096        | 1,942        | 1,882        | 1,962        |
| Verde                 | 289          | 337          | 453          | 652          | 690          | 658          | 685          | 687          | 621          | 546          |
| Sedona                | 42           | 25           | 40           | 90           | 102          | 107          | 135          | 129          | 125          | 136          |
| Prescott Valley       | 175          | 198          | 220          | 265          | 330          | 307          | 316          | 260          | 289          | 273          |
| Chino Valley          | 101          | 106          | 120          | 108          | 114          | 113          | 117          | 120          | 121          | 109          |
| Elderhostel (1)       | -            | -            | -            | -            | -            | -            | 72           | 112          | 95           | 146          |
| CTEC (2)              | 250          | 196          | 152          | 138          | 137          | 111          | -            | -            | -            | -            |
| Online (3)            | 1,143        | 1,095        | 915          | -            | -            | -            | -            | -            | -            | -            |
| Dual enrollment       | 321          | 245          | 200          | 140          | 170          | 167          | 125          | 33           | 4            | 3            |
| Other (4)             | 184          | 167          | 212          | 131          | 25           | 90           | 71           | 69           | 94           | 96           |
| <b>Total District</b> | <b>3,984</b> | <b>3,974</b> | <b>4,206</b> | <b>3,920</b> | <b>3,885</b> | <b>3,690</b> | <b>3,617</b> | <b>3,352</b> | <b>3,231</b> | <b>3,271</b> |

Source: District records.

Note 1: The Elderhostel program was terminated in 2006/07.

Note 2: The Career Technology Education Center began operations in 2007/08.

Note 3: Beginning in Fiscal Year 2010-11 FTSE from online classes is being counted as a separate campus. In previous years online courses were credited to the campus that originated the course.

Note 4: Other primarily includes courses held at non-campus locations.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 FACULTY AND STAFF STATISTICS  
 Last Ten Fiscal Years

|                | 2012/13 | 2011/12 | 2010/11 | 2009/10 | 2008/09 | 2007/08 | 2006/07 | 2005/06 | 2004/05 | 2003/04 |
|----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Faculty</b> |         |         |         |         |         |         |         |         |         |         |
| Regular        | 111     | 111     | 107     | 104     | 104     | 101     | 102     | 97      | 97      | 92      |
| Adjunct (1)    | 97      | 405     | 394     | 448     | 476     | 523     | 474     | 330     | 342     | 368     |
| <b>Staff</b>   |         |         |         |         |         |         |         |         |         |         |
| Regular        | 298     | 295     | 303     | 334     | 329     | 318     | 317     | 284     | 307     | 318     |
| Temporary (1)  | 58      | 119     | 119     | 160     | 182     | 180     | 177     | 188     | 198     | 230     |

Source: District records.

Note 1: Beginning FY 2012-13 Adjunct and Temporary are calculated on a full-time equivalent basis.  
 The FTE for Adjuncts is based upon a full-time teaching load of 30 credit hours per year.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
CAPITAL ASSET INFORMATION  
Last Ten Fiscal Years

| Asset Type                   | 2012/13               | 2011/12               | 2010/11               | 2009/10               | 2008/09               | 2007/08               | 2006/07               | 2005/06               | 2004/05              | 2003/04              |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------------|
| Computers and Peripherals    | \$ 1,238,803          | \$ 1,279,780          | \$ 1,316,755          | \$ 1,316,755          | \$ 1,225,045          | \$ 1,452,005          | \$ 1,161,346          | \$ 1,173,513          | \$ 979,865           | \$ 885,220           |
| Network Equipment            | 2,255,702             | 1,979,635             | 1,568,339             | 1,056,006             | 754,356               | 1,127,448             | 1,118,033             | 1,155,303             | 1,144,747            | 1,193,463            |
| Audio Visual Equipment       | 755,579               | 624,112               | 503,250               | 396,971               | 175,567               | 480,767               | 481,299               | 506,007               | 541,896              | 541,896              |
| Office Equipment & Furniture | 4,397,372             | 4,216,286             | 4,163,415             | 3,680,275             | 3,773,462             | 3,652,534             | 2,876,657             | 2,638,552             | 2,333,641            | 2,061,568            |
| Software                     | 2,149,148             | 2,149,148             | 2,149,148             | 2,022,682             | 1,918,654             | 1,286,076             | -                     | -                     | -                    | -                    |
| Vehicles                     | 1,383,983             | 1,220,435             | 1,295,120             | 1,224,785             | 1,182,290             | 1,214,607             | 1,136,409             | 1,094,994             | 1,089,436            | 1,064,419            |
| Intangibles                  | 273,587               | 273,587               | 273,587               | 273,587               | -                     | -                     | -                     | -                     | -                    | -                    |
| Library Books                | 3,038,624             | 3,087,336             | 3,116,031             | 3,055,742             | 2,981,169             | 2,916,756             | 2,762,515             | 2,647,200             | 2,528,669            | 2,473,365            |
| Buildings                    | 137,801,065           | 108,127,652           | 103,095,447           | 102,836,523           | 98,435,112            | 98,123,350            | 93,591,763            | 78,882,085            | 64,944,116           | 44,835,295           |
| Construction in Progress     | 3,515,542             | 22,042,850            | 4,427,807             | 613,644               | 2,927,638             | 834,346               | 12,239                | 7,779,699             | 18,097,827           | 21,560,868           |
| Site Improvements            | 16,836,358            | 16,573,720            | 15,973,540            | 15,630,928            | 14,981,222            | 14,607,058            | 14,231,150            | 12,710,508            | 4,729,052            | 4,605,295            |
| Land                         | 5,415,888             | 5,415,888             | 5,015,888             | 5,015,888             | 5,015,888             | 3,597,041             | 1,975,535             | 1,975,535             | 1,975,535            | 1,975,535            |
|                              | <b>\$ 179,061,651</b> | <b>\$ 166,990,429</b> | <b>\$ 142,898,327</b> | <b>\$ 137,123,786</b> | <b>\$ 133,370,403</b> | <b>\$ 129,291,988</b> | <b>\$ 119,346,946</b> | <b>\$ 110,563,396</b> | <b>\$ 98,364,784</b> | <b>\$ 81,196,924</b> |

Source: District records.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**  
**SINGLE AUDIT COMPLIANCE REPORTS**  
**YEAR ENDED JUNE 30, 2013**

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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| <b>OMB REPORTING PACKAGE</b>   |                          |
| <b>INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH <i>GOVERNMENT AUDITING STANDARDS</i></b> | <b>1</b>                 |
| <b>INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM; REPORT ON INTERNAL CONTROL OVER COMPLIANCE; AND REPORT ON SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS REQUIRED BY OMB CIRCULAR A-133</b>            | <b>3</b>                 |
| <b>SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS</b>  | <b>6</b>                 |
| <b>NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS</b>   | <b>7</b>                 |
| <b>SCHEDULE OF FINDINGS AND QUESTIONED COSTS</b>   | <b>8</b>                 |

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL  
STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

Auditor General of the State of Arizona

Governing Board of Yavapai County Community College District  
Prescott, Arizona

We have audited the financial statements of the business-type activities and discretely presented component unit of the Yavapai County Community College District (the District) as of and for the year ended June 30, 2013, which collectively comprise the District's basic financial statements and have issued our report thereon dated December 10, 2013. Our report includes a reference to the other auditors who audited the financial statements of the Yavapai College Foundation, the discretely presented component unit, as described in our report on the District's financial statements. We conducted our audit in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. However, the financial statements of the discretely presented component unit were not audited in accordance with *Government Auditing Standards*, and accordingly, this report does not include reporting on internal control over financial reporting or compliance associated with the discretely presented component unit.

**Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the District's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we do not express an opinion on the effectiveness of the District's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the District's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our test disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Phoenix, Arizona  
December 10, 2013

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM; REPORT ON INTERNAL CONTROL OVER COMPLIANCE; AND REPORT ON SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS REQUIRED BY OMB CIRCULAR A-133**

Auditor General of the State of Arizona

Governing Board of Yavapai County Community College District  
Prescott, Arizona

**Report on Compliance for Each Major Federal Program**

We have audited the Yavapai County Community College District's (the District) compliance with the types of compliance requirements described in the *U. S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement* that could have a direct and material effect on each of the District's major federal programs for the year ended June 30, 2013. The District's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

***Management's Responsibility***

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

***Auditors' Responsibility***

Our responsibility is to express an opinion on compliance for each of the District's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the District's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the District's compliance.

***Opinion on Each Major Federal Program***

In our opinion, Yavapai County Community College District complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2013.

### ***Other Matters***

The results of our auditing procedures disclosed instances of noncompliance, which are required to be reported in accordance with OMB Circular A-133 and which are described in the accompanying schedule of findings and questioned costs as items 2013-001 through 2013-003. Our opinion on each major federal program is not modified with respect to these matters.

The District's responses to the noncompliance findings identified in our audit are described in the accompanying schedule of findings and questioned costs. The District's responses were not subjected to the auditing procedures applied in the audit of compliance, accordingly, we express no opinion on them.

### **Report on Internal Control Over Compliance**

Management of the District is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the District's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the District's internal control over compliance.

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, we identified certain deficiencies in internal control over compliance, as described in the accompanying schedule of findings and questioned costs as items 2013-001 through 2013-003 that we consider to be significant deficiencies.

The District's responses to the internal control over compliance findings identified in our audit are described in the accompanying schedule of findings and questioned costs. The District's responses were not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on them.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the result of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

**Report on Schedule of Expenditures of Federal Awards Required by OMB Circular A-133**

We have audited the financial statements of the business-type activities and discretely presented component unit of the Yavapai County Community College District as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the District's basic financial statements. We issued our report thereon dated December 10, 2013, which contained an unmodified opinion on those financial statements. Our report was modified to include a reference to our reliance on other auditors. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by OMB Circular A-133 and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditure of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.



Phoenix, Arizona  
December 10, 2013

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
YEAR ENDED JUNE 30, 2013**

| <u>Federal Grantor/pass-Through Grantor/Program Title</u>               | <u>CFDA<br/>Number</u> | <u>Pass-Through<br/>Grantor's Number</u> | <u>Expenditures</u>        |
|---|------------------------|--|----------------------------|
| <b>U.S. Department of Agriculture</b>                                   |                        |  |                            |
| Child and Adult Care Food Program                                       | 10.558                 |  | \$ 25,416                  |
| Passed through the Arizona Department of Agriculture                    |                        |  |                            |
| Workforce Training for Arizona's Wine Industry                          | 10.170                 | SCBGP-FB12-34                            | 30,128                     |
| <b>Total Department of Agriculture</b>                                  |                        |  | <u>55,544</u>              |
| <b>U.S. Small Business Administration</b>                               |                        |  |                            |
| Passed through the Maricopa County Community College District           |                        |  |                            |
| Small Business Development Center                                       | 59.037                 | 2-603001-Z-0003A                         | 121,715                    |
| <b>Total Small Business Administration</b>                              |                        |  | <u>121,715</u>             |
| <b>U.S. Department of Education</b>                                     |                        |  |                            |
| Student Financial Assistance Cluster                                    |                        |  |                            |
| Federal Supplemental Educational Opportunity Grants                     | 84.007                 |  | 99,472                     |
| Federal Direct Student Loans (Direct Loan)                              | 84.268                 |  | 7,234,708                  |
| Federal Work-Study Program  | 84.033                 |  | 121,855                    |
| Federal Perkins Loan Program  | 84.038                 |  | 328,132                    |
| Federal Pell Grant Program  | 84.063                 |  | 10,449,069                 |
| <b>Total Student Financial Assistance Cluster</b>                       |                        |  | <u>18,233,236</u>          |
| TRIO Cluster  |                        |  |                            |
| TRIO-Student Support Services   | 84.042                 |  | 421,117                    |
| TRIO-Talent Search  | 84.044                 |  | 249,722                    |
| TRIO-Upward Bound   | 84.047                 |  | 196,084                    |
| <b>Total TRIO Cluster</b>   |                        |  | <u>866,923</u>             |
| Child Care Access Means Parents in School (CCAMPIS)                     | 84.335A                |  | 36,879                     |
| Passed through the Arizona Commission for Postsecondary Education       |                        |  |                            |
| Leveraging Educational Assistance Partnership                           | 84.069                 | None                                     | 32,889                     |
| Passed through the Arizona Department of Education                      |                        |  |                            |
| Adult Education-State Grant Program                                     | 84.002                 | 13FAECCP-370620-0SA                      | 310,765                    |
| Vocational Education-Basic Grants to States                             | 84.048                 | None                                     | 208,905                    |
| <b>Total U.S. Department of Education</b>                               |                        |  | <u>19,689,597</u>          |
| <b>U.S. Department of Health and Human Services</b>                     |                        |  |                            |
| Passed through the Arizona Department of Economic Security              |                        |  |                            |
| Child Care and Development Block Grant                                  | 93.575                 | ADES12-026247                            | 90,184                     |
| <b>Total U.S. Department of Health and Human Services</b>               |                        |  | <u>90,184</u>              |
| <b>U.S. Department of Labor</b>   |                        |  |                            |
| Passed through the Estrella Mountain Community College                  |                        |  |                            |
| Trade Adjustment Assistance Community College and Career Training       | 17.245                 | TC-23759-12-60-A-4                       | 574,613                    |
| <b>Total U.S. Department of Labor</b>                                   |                        |  | <u>574,613</u>             |
| <b>National Science Foundation</b>                                      |                        |  |                            |
| Agriscience Technician Training for Viticulture in the Desert Southwest | 47.076                 |  | 129,555                    |
| <b>Total National Science Foundation</b>                                |                        |  | <u>129,555</u>             |
| <b>National Foundation of the Arts and Humanities</b>                   |                        |  |                            |
| Passed through the Arizona Humanities Council                           |                        |  |                            |
| Hassayampa Institute: The Literary Southwest                            | 45.129                 | GG04-5724-2012                           | 10,000                     |
| <b>Total National Foundation of the Arts and Humanities</b>             |                        |  | <u>10,000</u>              |
| <b>Total Expenditures of Federal Awards</b>                             |                        |  | <u><u>\$20,671,208</u></u> |

See accompanying Independent Auditors' Report and Notes to Schedule of Expenditures of Federal Awards

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
YEAR ENDED JUNE 30, 2013**

**NOTE 1 BASIS OF PRESENTATION**

The purpose of the schedule of expenditures of federal awards (the Schedule) is to present a summary of those activities of Yavapai County Community College District that have been financed by the United States Government.

The Schedule is presented on the accrual basis of accounting. The information in this Schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

**NOTE 2 LOANS OUTSTANDING**

The expenditures reported on the Schedule of Expenditures of Federal Awards included loan balances outstanding at June 30, 2013 of \$328,132 for the Federal Perkins Loan Program, CFDA number 84.038.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)  
YEAR ENDED JUNE 30, 2013**

**A. SUMMARY OF AUDITORS' RESULTS**

***Financial Statements***

Type of auditor's report issued: *Unmodified*

Internal control over financial reporting:

- Material weakness(es) identified? \_\_\_\_\_ yes   X   no
- Significant deficiency(ies) identified not considered to be material weakness? \_\_\_\_\_ yes   X   none reported

Noncompliance material to financial statements noted? \_\_\_\_\_ yes   X   no

***Federal Awards***

Internal control over major program:

- Material weakness(es) identified? \_\_\_\_\_ yes   X   no
- Significant deficiency(ies) identified not considered to be material weakness?   X   yes \_\_\_\_\_ none reported

Type of auditor's report issued on compliance for major program: *Unmodified*

Any audit findings disclosed that are required to be reported in accordance with Circular A-133, Section .510(a)?   X   yes \_\_\_\_\_ no

Identification of major program:

| <u>CFDA Numbers</u> | <u>Name of Federal Program or Cluster</u> |
|---------------------|---|
| Various             | Student Financial Aid Cluster             |
| Various             | TRIO Cluster                              |
| 84.002              | Adult Education                           |
| 17.245              | Trade Adjustment Assistance               |
|                     | Community College and Career Training     |

Dollar threshold used to distinguish between Type A and Type B programs: \$300,000

Auditee qualified as low-risk auditee?   X   yes \_\_\_\_\_ No

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)  
YEAR ENDED JUNE 30, 2013**

**B. FINANCIAL STATEMENT FINDINGS**

**Current Year:**

None reported

**C. FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS AUDIT**

**Current Year Findings:**

**2013-001:**

U.S. Department of Education  
SFA Cluster  
CFDA Number: 84.007, 84.268, 84.033, 84.038, 84.063  
Direct Grant  
Award Period: July 1, 2012 through June 30, 2013

**Condition/Context:**

One of 40 students tested had R2T4 calculations incorrectly performed due the use of an incorrect withdrawal date in the calculation.

**Criteria:**

Based on Department of Education guidelines, R2T4 calculations must be performed in accordance with the *Student Financial Aid Handbook*.

**Questioned Costs:**

None

**Possible Asserted Effect:**

Incorrect refunds of Federal aid and noncompliance with the Department of Education requirements.

**Cause:**

Management oversight.

**Recommendation:**

We recommend the College carefully perform the R2T4 calculations in accordance with the *Student Financial Aid Handbook* and verify the student's withdrawal date.

**Corrective Action Plan:**

This finding is a result of a clerical/data input error. Recalculations have been done and the correct amounts have been returned to the Department of Education. Controls are in place to prevent this from happening in the future.

**Contact Person:**

Terri Eckel, Director of Financial Aid

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)  
YEAR ENDED JUNE 30, 2013**

**C. FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS AUDIT  
(CONTINUED)**

**2013-002:**

**U.S. Department of Education  
SFA Cluster  
CFDA Number: 84.007, 84.268, 84.033, 84.038, 84.063  
Direct Grant  
Award Period: July 1, 2012 through June 30, 2013**

**Condition/Context:**

Two of 25 students' changes were not accurately and timely reported to NSLDS.

**Criteria:**

Based on Department of Education guidelines, students' enrollment status must be updated on the NSLDS website within sixty days of change.

**Questioned Costs:**

None

**Possible Asserted Effect:**

Student Financial Aid Cluster compliance requirements are not being met.

**Cause:**

Management oversight.

**Recommendation:**

We recommend the College evaluate its procedures around updating the NSLDS with enrollment changes to ensure that updates are performed accurately and timely.

**Corrective Action Plan:**

The Financial Aid staff and Registrar have evaluated these instances of late reporting and have addressed this issue by ensuring that enrollment reporting will be sent to the National Student Clearinghouse (NSC) on a more timely basis so as to avoid this from happening in the future.

**Contact Person:**

Terri Eckel, Director of Financial Aid

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)  
YEAR ENDED JUNE 30, 2013**

**C. FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS AUDIT  
(CONTINUED)**

**2013-003:**

**U.S. Department of Education  
SFA Cluster  
CFDA Number: 84.007, 84.268, 84.033, 84.038, 84.063  
Direct Grant  
Award Period: July 1, 2012 through June 30, 2013**

**Condition/Context:**

One student tested had unclaimed funds resulting from Federal Financial Aid that was not returned to the Department of Education within 240 days.

**Criteria:**

Based on Department of Education guidelines, unclaimed or undeliverable funds must be returned to the Department of Education within 240 days.

**Questioned Costs:**

None

**Possible Asserted Effect:**

Unclaimed funds were not returned and noncompliance with the Department of Education requirements.

**Cause:**

Management oversight.

**Recommendation:**

We recommend the College reviews the outstanding check list and determine which outstanding checks resulted from Federal Financial Aid, so these unclaimed funds can be returned to the Department of Education within 240 days.

**Corrective Action Plan:**

This unclaimed federal financial aid amount has been returned to the Department of Education. The Business Office and Financial Aid staff have evaluated whether there are other outstanding unclaimed refunds for FY 2012-13 and have taken appropriate action. Financial Aid and Business Office staff have collaborated and controls have been put in place to insure that unclaimed refunds are returned to the Department of Education well within the regulated time frame of 240 days.

**Contact Person:**

Terri Eckel, Director of Financial Aid

**Prior Year Findings:**

**None**

**Presenter :** Ray Sigafoos

**Start Time :** 1:33 PM

**Item No :** 16

**Proposed By :** Ray Sigafoos

**Time Req :** 15

**Proposed :** 11/19/2013

**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 RE: Taste of YC; Health Summit; Campus Master Plan Update; Yavapai College Trust Quarterly Report; College Highlights; Capital Improvement; and Other Related Issues - INFORMATION AND/OR DISCUSSION

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

- Taste of YC
- Health Summit - January 28, 2014
- Campus Master Plan Update
- Yavapai College Trust Quarterly Report - Rose Hurley
- College Highlights - December 2012 - Attached - Information Only
- Capital Improvements Update - Attached - Information Only
- Other Related Issues

**Attachments :**

| Title   | Created      | Filename  |
|---|--------------|---|
| YCT Summary Report for DGB Jan. 14.pdf                      | Jan 10, 2014 | YCT Summary Report for DGB Jan. 14.pdf                      |
| January 2014 Board Highlights.pdf                           | Jan 10, 2014 | January 2014 Board Highlights.pdf                           |
| January 2014 YAVAPAI COLLEGE Facilities Management News.pdf | Jan 10, 2014 | January 2014 YAVAPAI COLLEGE Facilities Management News.pdf |

To: Yavapai College District Governing Board

January 14, 2014

Re: Yavapai Combined Trust Update

The Yavapai Combined Trust Board meets quarterly.

The Yavapai Combined Trust Board met on January 8, 2014. Key agenda items included:

- The Board voted to elect Wendy Ross (Yavapai County HR Director) as the Trust Plan Administrator following the resignation of Alan Vigneron (Former County HR Director and YCT Plan Administrator.)
- The Board voted to delay the funding of a new website development pending further cost review.
- The Board voted on the design and cost model of a High Deductible/Health Savings Account plan that will be offered to all eligible employees effective July 1, 2014. This plan will represent a new, third option in addition to the Premier and Basic plan.
- The Board began initial discussion of premium amounts for the 2014-2015 plan year. Although it is early, and we will have final discussions at the March meeting, it appears as if the Board may recommend a slight increase in premiums.

The Yavapai Combined Trust Advisory Group meets monthly.

The Yavapai Combined Trust Advisory Group last met on January 8, 2014.

Key items discussed included:

- Affordable Health Care Act Update/Federally mandated mailings completed by all entities.
  - o New twist may be that volunteers will need to be tracked for eligibility (30 hours per week limit)
- Wellness Programs/Wellness Coordinator Position
- High Deductible/HSA Plan development and education.
- Reviewed reports from Healthwaves (biometric testing). Overall, 450 employees and/or dependents participated.
- Planning for open enrollment in May.

## January 2014 College Highlights

### Instructional Support and Improvement

- Yavapai-Apache Nation Chairman, Thomas Beauty, and Yavapai College President, **Dr. Penny Wills**, joined **Joy D'Angelo**, YC Professor of Business, and Fast-Track Management Program Coordinator, to celebrate the successful completion of YC's Leadership Development Program by 20 members and directors of the Yavapai-Apache Nation. The recently completed six-week, accredited series was delivered onsite at the Yavapai-Apache Nation reservation in Camp Verde. The Leadership Development series is part of the Fast-Track Management Program and represents a long-standing community outreach effort with the tribe by Yavapai College's Business & Computer Science division.  
<http://www.yc.edu/v5content/academics/divisions/bucs/fast-track-program>

### Sciences and Health

- The Yavapai College HOSA (Health Occupations Students of America) participated in the Alzheimer's Walk and raised \$655.00 for the Alzheimer's Association. The club collected 128 pounds of food for the Yavapai Food Bank for Thanksgiving and went Christmas caroling at three Prescott area Long Term Care Facilities.

### Visual, Performing and Liberal Arts

- **Dr. Mark Shelley**, Professor of Sociology/Psychology, attended the Arizona Summit on Volunteerism and Service Learning held at ASU West on December 13. He reports that the Summit "affirmed that indeed Yavapai College is moving in a productive direction with our Service Learning Initiatives."
- **Nichole Wilson**, Professor of Psychology, was recently featured in *Inside Higher Ed* for her classroom policy rap on the first day of the semester. The article includes a video of the rap and reports that she only had 12 student absences overall this semester!
- **Dr. Amy Stein**, Professor of Art History, History, and Humanities, reports that the Gettysburg Symposium lecture series was a great success with well over 500 community members in attendance. The symposium received excellent reviews on both the Verde and Prescott campuses, and also much encouragement to do more of the same in the future. In addition, she attended the Higher Learning Commission's Pathways conference in St. Charles, IL last month and continues to work with Institutional Effectiveness and Research to strengthen YC's relationship with HLC and prepare for our next assurance review which is scheduled to occur in 2016. Since August she has participated in ten percent of the recent Quality Initiative Proposal Reviews submitted to the HLC by both public and private

institutions. **Dr. Amy Stein** and **Dr. Matt Pearcy** hope to acquire funding to attend the National Conference in April.

- **Dr. Mary Ann Clark**, Adjunct Philosophy and Religion Faculty, reports that she recently attended the American Academy of Religion's national conference in Baltimore where she was able to talk to scholars from around the country and learn about new research.
- **Dr. Roy Breiling**, Professor of Music and Directory of Instrumental Music, reports it was a busy season of holiday concerts:  
Friday, December 6 - Instrumental/Piano/Voice Student Recital; Saturday, December 7 - "Holiday Hits" concert featuring the Concert Band, Symphony Orchestra and Symphonic Band; Monday, December 9 - "Evening of Jazz" concert featuring the Roughrider and Trailblazer Big Bands; Friday, December 13 - The YC Brass Quintet performed at the Creative Feet Sewing, Quilting and Embroidery store as part of the 2013 Acker Night Showcase. In addition, on Thursday, December 12th, Dr. Breiling gave a presentation at the 2013 Winter Institute, "10 iPad Apps to help College Students Succeed."
- **Patricia McMullen-Mikles**, Professor of Art, will be showing the paintings she produced while on sabbatical during the 2013 Spring Semester in a one-woman-show at the YC Verde Gallery from January 13<sup>th</sup> through February 13<sup>th</sup>. The opening reception will be on Thursday, January 16<sup>th</sup>, from 5:00 to 7:00 pm.
- **Katherine LaTorraca**, Adjunct Voice Faculty and singer reports that she performed a Christmas concert with pianist Jim Buchanan December 22<sup>nd</sup> at Christ Lutheran Church in Sedona. Song selections included *Mary, Did You Know? My Christmas Gift, O Holy Night*, and an audience sing-along of holiday favorites. Ms. LaTorraca has made guest appearances with Rome Festival Opera, The Washington Opera at The Kennedy Center, the United States Army Field Band & Soldiers' Chorus, and is winner of the prestigious Jenny Lind Competition.
- **Tracy Vincent**, Adjunct Photography Faculty reports that she has recently joined the Society for Photographic Education. In addition, she was selected as "Outstanding Adjunct Faculty" for 2013 and was recognized along with 33 others out of approximately 5,000 adjuncts in the Maricopa Community College District for her teaching at Glendale Community College. In light of this honor, we are indeed fortunate that Tracy also reports that she and her husband are buying a house in Prescott!

# YAVAPAI COLLEGE FACILITIES MANAGEMENT NEWS

January 2014

Happy New Year from Facilities!

With the start of the new year, this newsletter will be expanded to include additional information related to Facilities Management programs and projects along with general information concerning the 10 year campus master plan and subsequent capital improvements. My goal is to provide the campus community with the latest information about the various programs and projects along with the ability to obtain additional information as needed, so if you have questions about any of the items listed, please e-mail me at [david.laurence@yc.edu](mailto:david.laurence@yc.edu). The newsletter will also be posted on the Facilities web site.

## College Wide Campus Master Plan

On January 7, the President's Leadership Team along with a number Deans and program managers met to begin the prioritization of the renovations, new construction, property acquisitions and site improvements identified in the recently completed 10 year Campus Master Plan. The three categories for scheduling are short-term (0-3 years), mid-term (4-7 years) and long-term (8-10 years). This process is ongoing with a number of items for consideration which will help shape the implementation of this plan. Some of the items discussed included:

- Impact of renovation and new construction on enrollment

- The amount of construction that can be managed successfully in any given year

- Combining projects that are in adjacent locations

- Inclusion of major maintenance projects with renovations

- Funding

- Swing space for displaced faculty and staff when relocation is required

- Development of detailed implementation schedules with affected departments

An update of the plan for Campus Master Plan implantation will be presented to the District Governing Board at the regular meeting on January 14.

## CONSTRUCTION UPDATES

### Mayer/Spring Valley Site

The marquee and LED sign has been selected, permitting approved along with the intergovernmental agreement with the school district. The sign is ordered and will be in place by the end of February. The new sign will be constructed on state highway 69 adjacent to Mayer High School and will be used to display messages for the school district and the College.

YC Project Manager: Chris Larson

### Marapai Hall Renovation

Drywall is being installed along with fire sprinklers and the remaining plumbing. The elevator shaft is nearing completion along with the new interior stairwell. Site grading is underway for the new fire lane and new gas line installed.



Plumbing Installation for New Laundry Facilities



Scaffolding at New Elevator Shaft



Grading for New Access Road

The renovation will consist of updates to comply with new building codes such as life safety and ADA. The building will be fitted with security features, renovated common areas, study rooms and a complete makeover of the laundry and kitchen facilities. New furniture is also planned for common areas and resident's rooms.

The construction is still scheduled to conclude July 1, 2014.

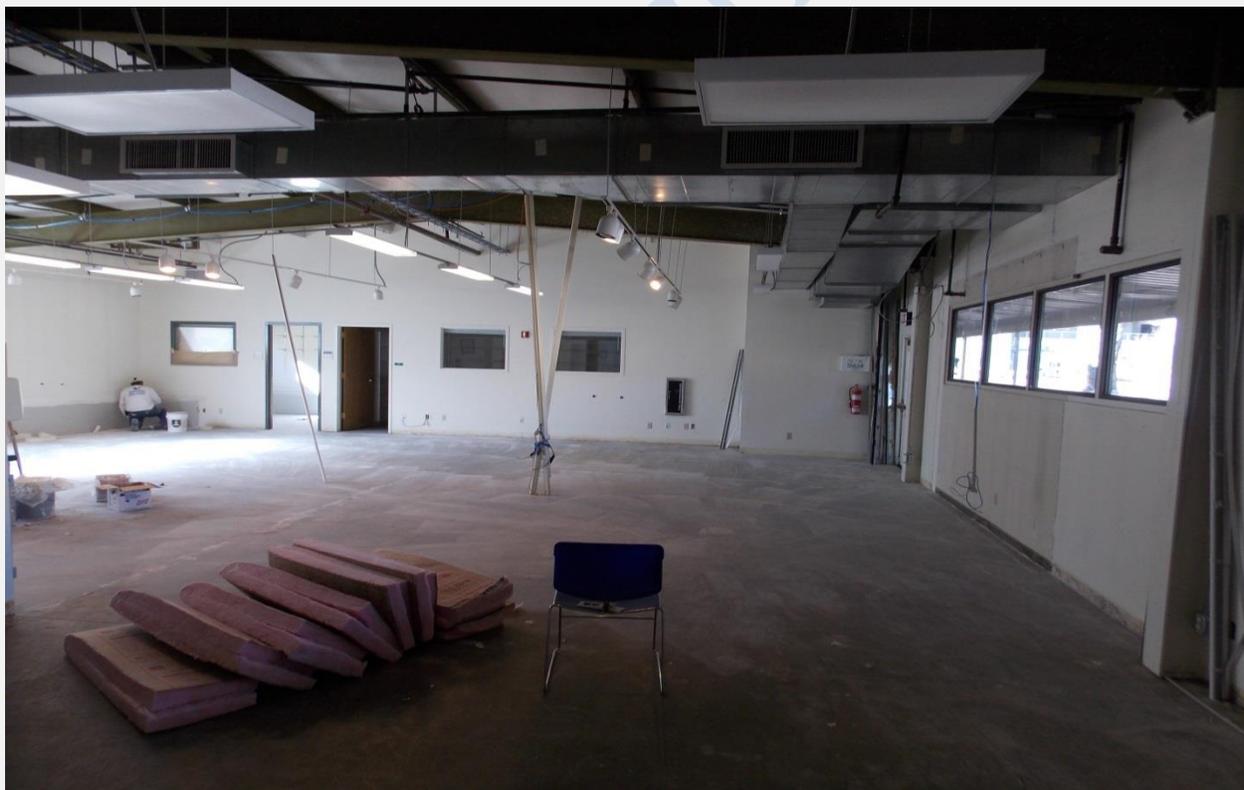
DLR Group

Haley Construction

YC Project Manager: David Laurence

### Building 6 Remediation and Renovation

The remediation of the building to correct moisture problems is nearing completion. This work included re-grading of the surrounding site to slope drainage away from the building, address moisture penetration through walls and windows and the replacement of drywall, carpet and furniture. The project is planned for completion at the end of January at which time ITS staff members will return to the building from temporary locations throughout the Prescott campus.



Interior of Building 6 Preparation for New Carpet, Painting and Furniture

YC Project Manager: Chris Larson

### Tennis Court Renovation/Paving and Roadway Replacement

This project is scheduled to be released to bidders during the month of January with construction anticipated to begin in mid-February. In addition to the replacement of the existing tennis courts, work will occur to replace the low water crossing, lessen the severity of the radius at Whitlow and Washington, address drainage issues and replace the College's portion of the parking lot. This work is scheduled to take six months once a contractor is selected.

GLHN Architects and Engineers

Contractor TBD

YC Project Manager: David Laurence

### Verde Valley Campus Southwest Wine Center Building O Reuse

Work has started with site clearing, staging of equipment and setting of the construction fence. Demolition has started inside the building. Construction is scheduled to conclude at the end of July 2014.



Boxwood

FCI Constructors, Inc.

YC Project Manager: David Laurence

### Reclaimed Water Project

The College with the help of Purchasing has secured all necessary easements with the neighboring subdivisions for this project. Electrical service is being installed at the pump house located at the upper vineyard. Work should begin shortly to install the line from the water treatment plant to the college. This project is scheduled to take 90 days to complete.

Project Manager: Chris Larson

### Verde Campus Electronic Security Project

The issuing of key cards has started. Thanks to Patrick Burns, Chief Cappelli and Chris Larson for working to get this endeavor up and running.

## **NEW FACILITIES MANAGEMENT TEAM MEMBERS**

Facilities Management is happy to announce the addition of Andrew Gilstrap and Brian Mannis to our team.

Andrew Gilstrap is the new Manager of Custodial Services. Andrew comes to us with 10 years of Custodial & Hazardous Materials experience. He moved to Prescott 3 ½ years ago from Porterville, California with his wife & two daughters and have a third little one on the way!

Brian Mannis is Facilities new Trades II Technician. Brian has many years of experience as a cabinet maker, handyman, and inventory controller. He & his wife moved to Prescott from San Diego 11 years ago to enjoy our great outdoors and off road motorcycle riding.

Please help us welcome Andrew & Brian to Yavapai College.

## **EMERGENCY OPERATIONS PLANNING**

On December 12, Chief Cappelli, Mark Logan and David Laurence conducted a general overview of the recently revised and presidentially approved Emergency Operation Plan (EOP) for the District at Winter Institute. Thank you to all the participants and the great questions!

At the February 7 “First Friday” workshop (thank you Kirsten Fanning) the topics will include an overview of the EOP for staff along with recently implemented programs to promote life safety in the college community.

Districtwide Building Captain training will occur January 10. This two hour training session will include in-depth discussion of the EOP.

On February 3<sup>rd</sup> the Emergency Operations team will reconvene to discuss table top exercises, additional training and other topics related to the EOP.

Any questions or comments about the EOP or other efforts to make the college a safe environment please call or e-mail Mark Logan.

Well that’s all for this edition of Yavapai College Facilities Management News. Please stay tuned for the next edition containing the latest information related to projects and programs around the college.

Under Construction

**Presenter :** Ray Sigafoos

**Start Time :** 1:48 PM

**Item No :** 17

**Proposed By :** Ray Sigafoos

**Time Req :** 15

**Proposed :** 11/19/2013

**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 the Vice President for Instruction and Student Services to Include updates from the following areas: Student Services; Faculty Senate; and Other Related Issues - INFORMATION AND/OR DISCUSSION

**Details :** Instruction and Student Services Division will present an update on the following:

- Student Services Division - Sandy Garber, Dean
- Information regarding Faculty Senate, Faculty Association, and committee updates -Joani Fisher, Faculty Senate President
- Other Related Issues

**Attachments :**

| Title                       | Created      | Filename                    |
|-----------------------------|--------------|-----------------------------|
| Student Services Update.pdf | Jan 08, 2014 | Student Services Update.pdf |

# Student Services Update

District Governing Board Meeting  
Tuesday, January 14, 2014

# Student Services Departments

- Academic and Career Advising, Recruitment, High School Relations and Testing Services
  - Tania Sheldahl, Director
- Disability Resources – Robb Ferguson, Director
- Enrollment Services, Student Success & Financial Aid – Terri Eckel, Associate Dean
- Financial Aid & Veterans Certification – Diana Dowling, Assistant Director
- Learning Centers
  - Verde – Trisha Travis, Director
  - Prescott – Robb Ferguson, Director
- Registrar – Sheila Jarrell
- Student Life – Bob Hoskovec, Director
- Residence Life and Judicial Affairs – Shar Jenniges, Director
- TRiO Programs – Jane Hersh, Director
  - Educational Talent Search (ETS)
  - Student Support Services (SSS)
  - Veterans Upward Bound (VUB)

# Academic and Career Advising, Recruitment, High School Relations and Testing Services

- Developmental academic advising and career advising to all students
- Academic advising in residence halls
- Advisors partnered with faculty teaching The Master Student course
- Created “high school outreach” office
- Provided advising workshops to dual enrolled students and enrollment support to high school teachers and administrators
- Testing Services completed certification through Pearson Vue for GED and other testing

# Disability Resources

- Disability Resources provides assistance to approximately 300 students district-wide. Work with students with a wide range of disabilities: physical, learning disabilities, psychological, traumatic brain injuries, deaf and visual impairments. Some of the services/accommodations offered are:
  - Sign Language Interpreting
  - Note taking Services
  - CART-Real time transcription
  - Private testing areas
  - Alternative textbooks (electronic books)
  - Computer software
  - FM systems
  - Audio recording devices
  - Lab assistants

# Enrollment Services and Student Success

- Created the Student Services Answer Center on Verde and Prescott campuses where front-line staff provide information for all student questions from registration through graduation
- Implementing Constituent Relationship Management system (CRM) in Spring 2014

# Financial Aid

- Implemented \$ALT, a comprehensive financial literacy system, to assist students with money management
  - My Money 101 required for all students receiving loans
- Automatic loan packaging for eligible students – students can accept/decline loans online
- Partnered with Bookstore to provide advances to students who have credit balance, allowing students to charge books

# Learning Centers

- Tutors are certified by the College Learning and Reading Association (CLRA, Level 1)
- Implemented Supplemental Instruction (SI)
- Partnered with Math Department to provide an open Math Lab – staffed by both math faculty and LC tutors
- Conducted workshop series “Transforming Good Students into Great Learners” district-wide
- Support GED program

# Registrar

- Yavapai College Coordinator for “The Democracy Commitment” – Includes participation in the National Study of Learning, Voting and Engagement (NSLVE); highlighting events on the TDC website; and involving the College community in additional activities helping our students become informed, engaged citizens.
- Provided support and training developing the first annual class schedule for 2013-14, which provided students an opportunity to use an entire year for their educational planning
- Developed an overview of grading activity and processes to help new students understand how grades and GPA affect their permanent records

# Student Life, Residence Life & Judicial Affairs

- Student speaker selection process for Commencement
- Reviewing Evening of Recognition ceremonies
- Developed Facebook page and email students weekly on upcoming activities and events
- Used Community Development Model to plan events in Residence Halls
- Collaborated with Service Learning faculty to allow sanctioned students to complete community service projects
- Developing a faculty-staff mentoring program for resident advisors (RA's)
- Developing a "Faculty in Residence" program in residence halls

# TRiO Programs

- Educational Talent Search (ETS)
  - Advisors meet weekly/biweekly to coach approximately 700 students from 10 middle/high schools within county
- Student Support Services (SSS)
  - Provide advising, one-on-one tutoring, and mentoring to approximately 300 students who meet grant guidelines for program inclusion
- Veterans Upward Bound
  - Prepare approximately 125 veterans for the college transition
  -

# All Student Services

## Focus on Student Success

- President's Workgroup on Student Success
- Strategic Enrollment Management
- First Year Experience
- Constituent Relationship Management System
- Answer Center
- Admission application process
- High School Relations

**Presenter :** Ray Sigafoos

**Start Time :** 2:03 PM

**Item No :** 18

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 11/19/2013

**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. | 26041  |

**Description :** POLICY ISSUES - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 2:03 PM

**Item No :** 19

**Proposed By :** Ray Sigafoos

**Time Req :** 30

**Proposed :** 11/19/2013

**Item Type :** Policy & Decision

| Policy No. | Description   | Ref No |
|------------|---|--------|
| 2.3        | The President shall not allow annual financial planning and budgeting that deviates materially from the Board's Ends priorities, jeopardizes financial solvency, fails to be part of a multi-year strategic management plan, or violates applicable statutes. | 344942 |

**Description :** Consideration of Preliminary Assumptions for 2014-2015 Budget Planning - DISCUSSION AND/OR DECISION

**Details :** Dr. Clint Ewell, Vice President for Finance and Administrative Services will present to the District Governing Board preliminary assumptions for the Fiscal Year Ending June 30, 2015.

**Attachments :**

| Title                                    | Created      | Filename                                 |
|--|--------------|--|
| Board Fy15 Budget assumptions 0114-1.pdf | Jan 10, 2014 | Board Fy15 Budget assumptions 0114-1.pdf |

# FY14 Environmental Analysis & Budget Planning Assumptions

January, 2014

# Who is Yavapai College?

## **Mission:**

to provide high quality, convenient and cost-effective learning opportunities for the diverse populations of Yavapai County

# What are Yavapai College's Goals?

## **Board Ends:**

YC exists so communities within Yavapai County are equipped with the vision and skills to create a sustainable economic environment

### 1. Education Ends:

- Job Seekers, Transfer, Lifelong Learners

### 2. Economic Ends

- Help communities generate/ sustain jobs

### 3. Community Ends

- Provide access to vibrant social and cultural life

211,000 people

8100 sq. mi.

- BLM 11%
- AZ 25%
- USFS 38%



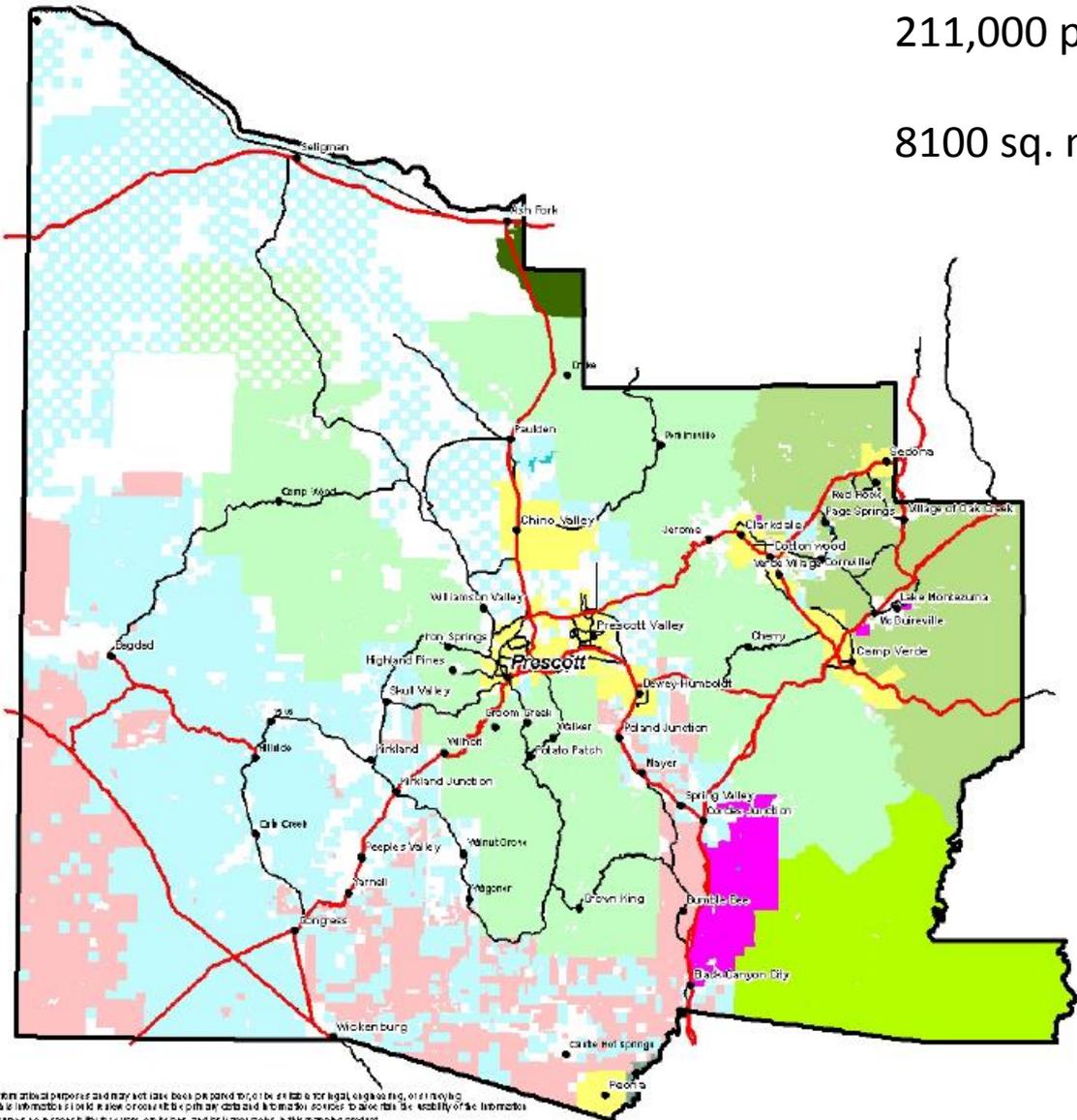
Public & Private Ownership

Legend

- Cities
- ▭ County Boundary
- Interstate Highways
- State Highways
- Major Roads
- ▭ City Boundaries
- ▭ ARIZONA GAME AND FISH
- ▭ ARIZONA STATE PARKS
- ▭ BUREAU OF LAND MANAGEMENT
- ▭ BUREAU OF RECLAMATION
- ▭ COCONINO NATIONAL FOREST
- ▭ KAIBAB NATIONAL FOREST
- ▭ NATIONAL MONUMENT
- ▭ PRESCOTT NATIONAL FOREST
- ▭ STATE OF ARIZONA LAND
- ▭ TONTO NATIONAL FOREST
- ▭ PRIVATE PROPERTY

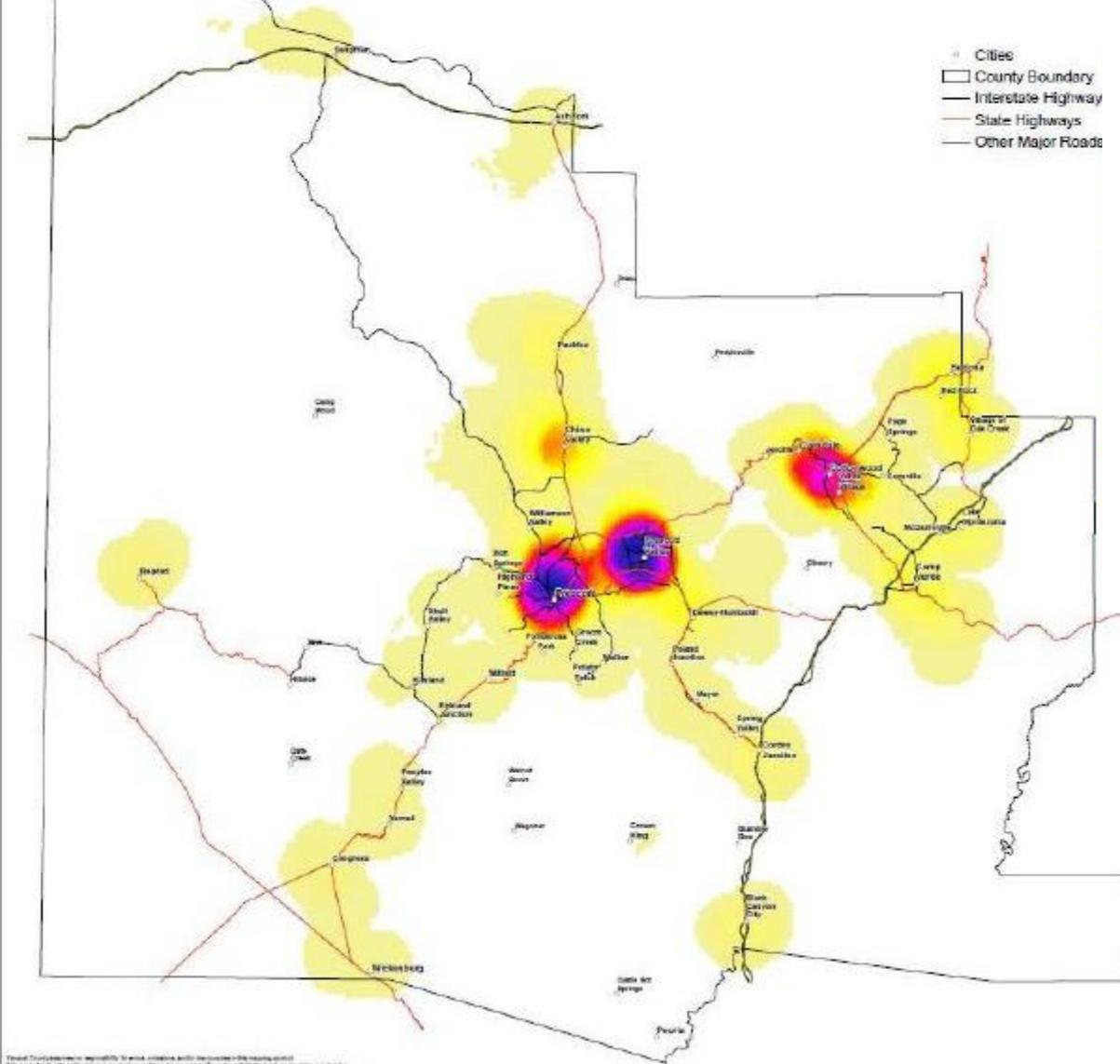


1 inch = 11.5 miles  
 September 2012



This product is for informational purposes only and may not have been prepared for or used in a legal proceeding, or for any other purpose. Use of this information is at the user's own risk. The user assumes all liability for any and all uses of this information. Yavapai County does not warrant the accuracy, completeness, or timeliness of the information shown on this map.

## 2010 POPULATION DENSITY BASED ON CENSUS BLOCKS

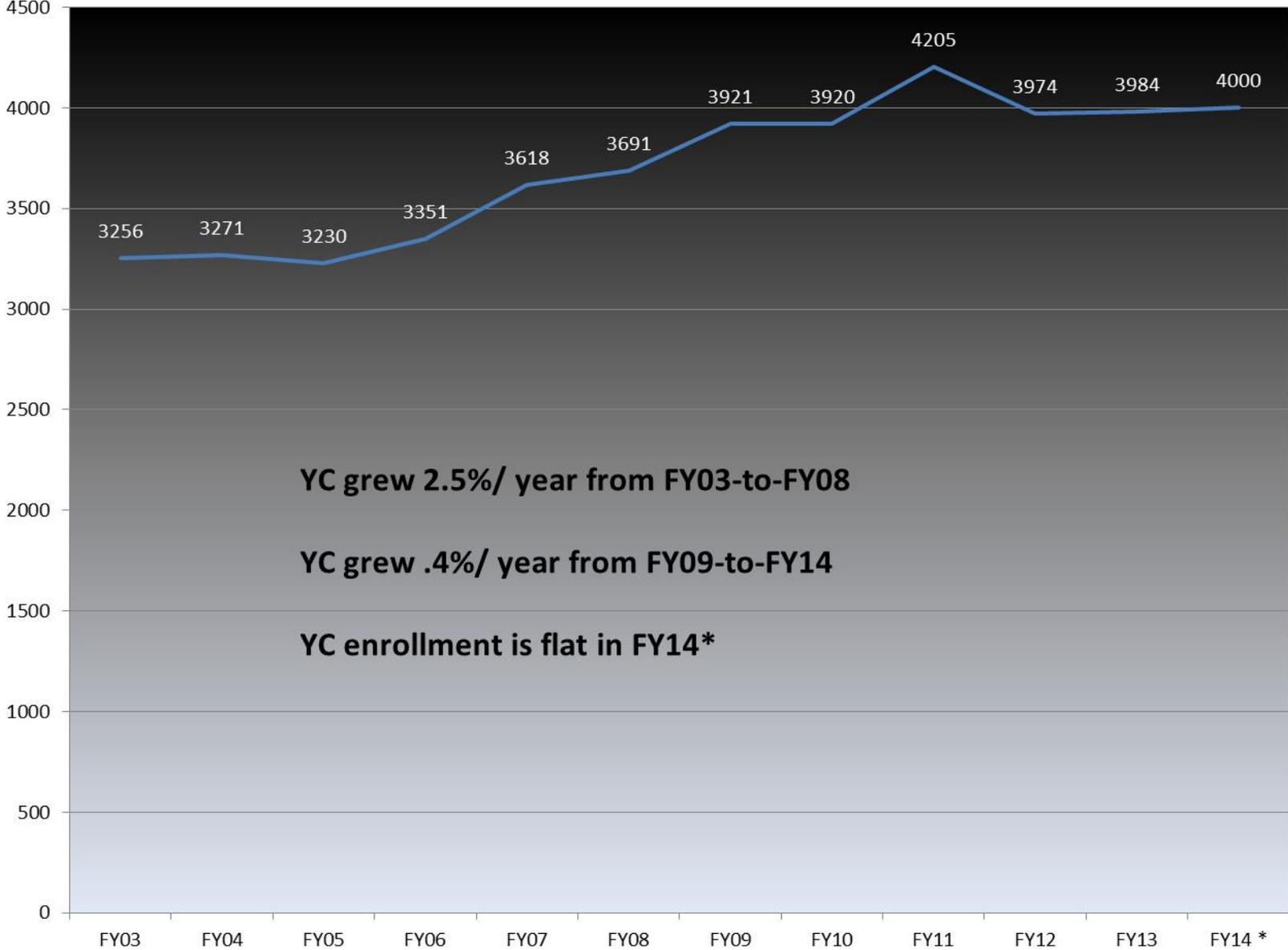


Campuses:  
Prescott  
Verde Valley

Centers:  
CTEC  
Chino Valley  
Mayer  
Prescott Valley (2)  
Sedona

Yavapai County is not responsible for errors or omissions in this map. The map is provided for informational purposes only. The map is not intended to be used for legal or financial purposes. The map is not intended to be used for any other purpose.

# YC FTSE Enrollments



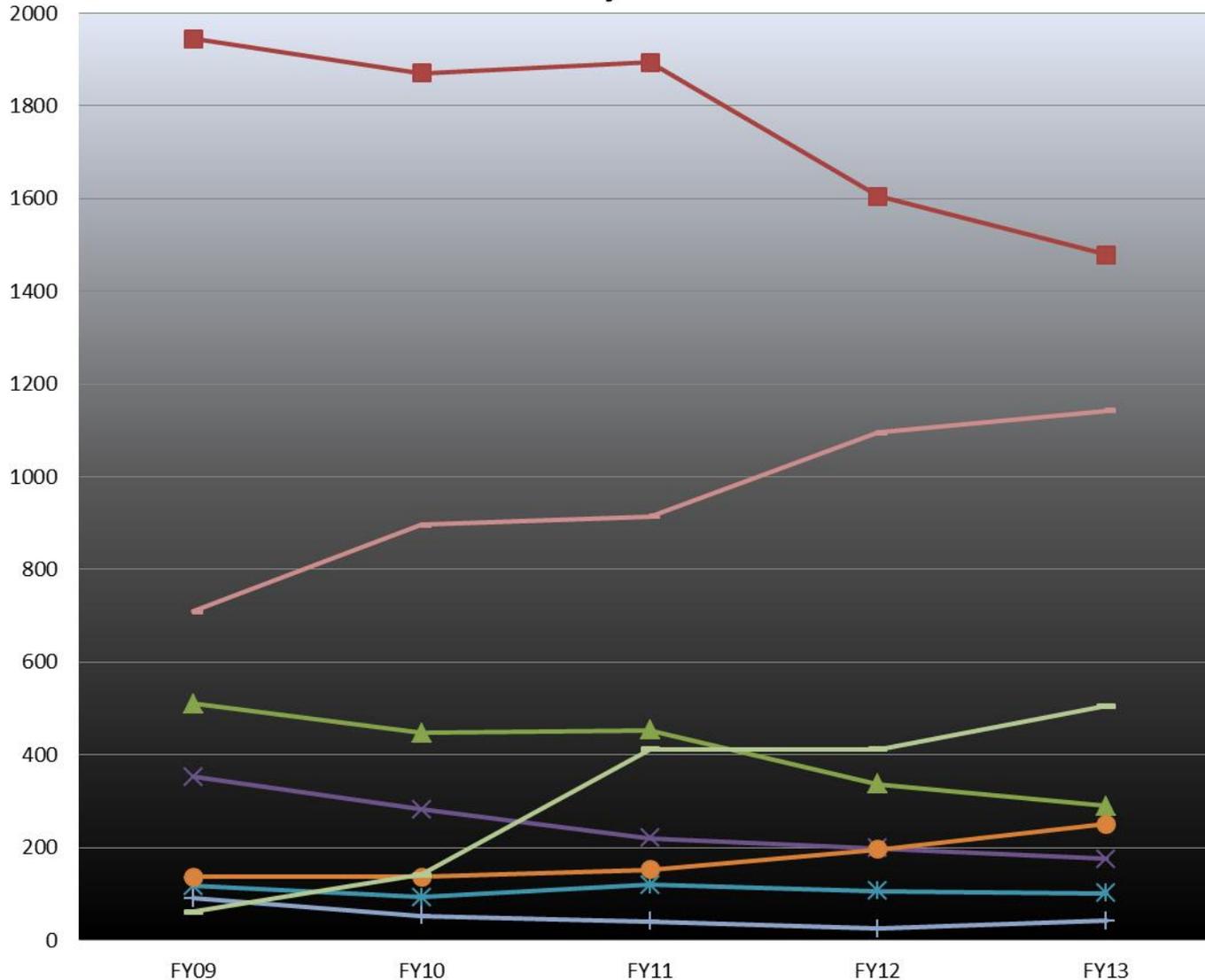
**YC grew 2.5%/ year from FY03-to-FY08**

**YC grew .4%/ year from FY09-to-FY14**

**YC enrollment is flat in FY14\***

\* Estimated

## FTSE by Location

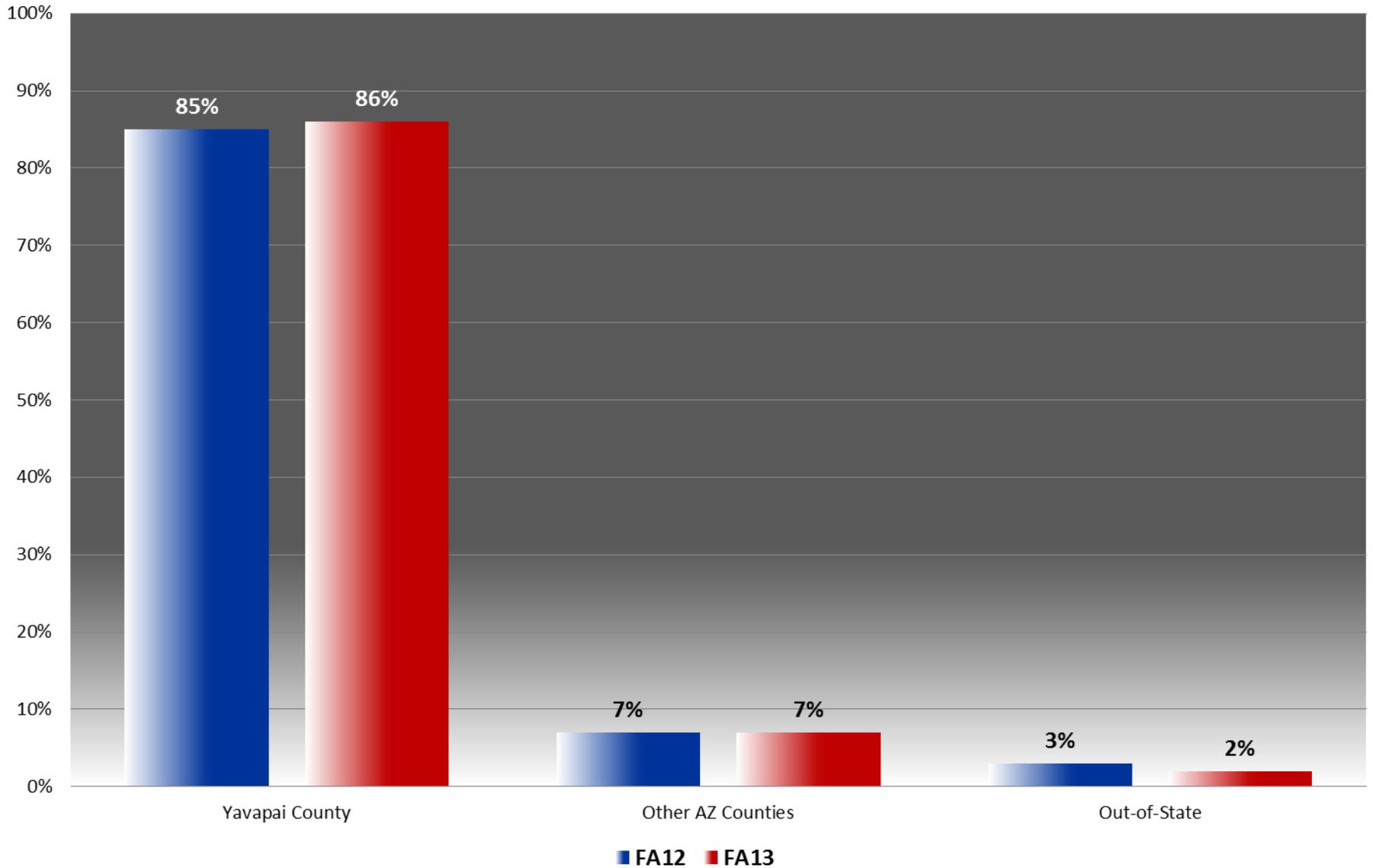


| Campus   | 5-Year CAGR |
|----------|-------------|
| Prescott | -5.3%       |
| PV       | -13.1%      |
| VV       | -10.7%      |
| Chino    | -3.0%       |
| CTEC     | 12.9%       |
| Sedona   | -14.2%      |
| Online   | 10.0%       |
| Off-site | 52.8%       |
| District | 0.3%        |

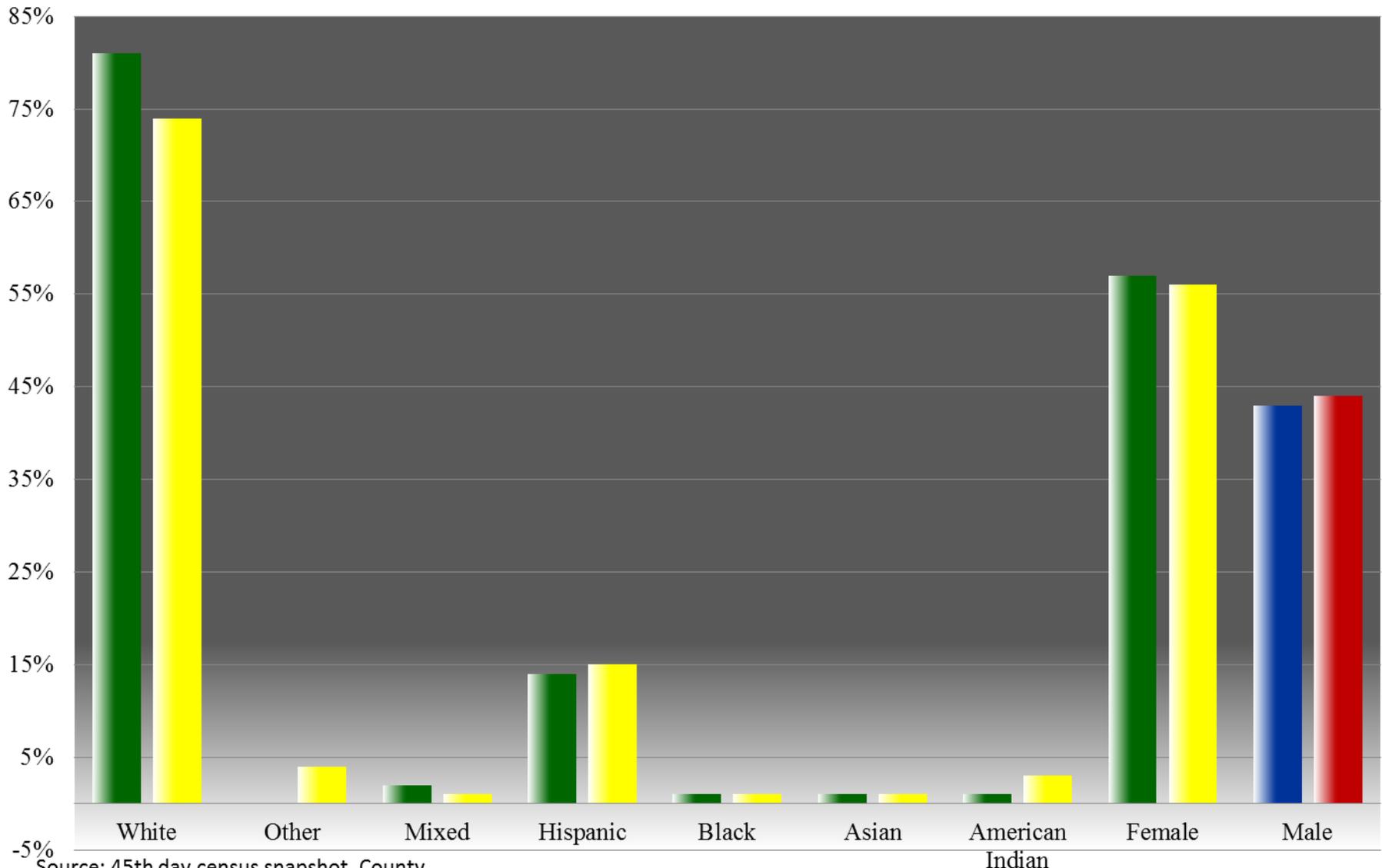
■ Prescott 
 ▲ Verde 
 ✕ PV 
 ✱ Chino 
 ● CTEC 
 + Sedona 
 — Online 
 — Off-Site 
 ◆ District

# YC Demographics - Residency

## Fall12 vs Fall13



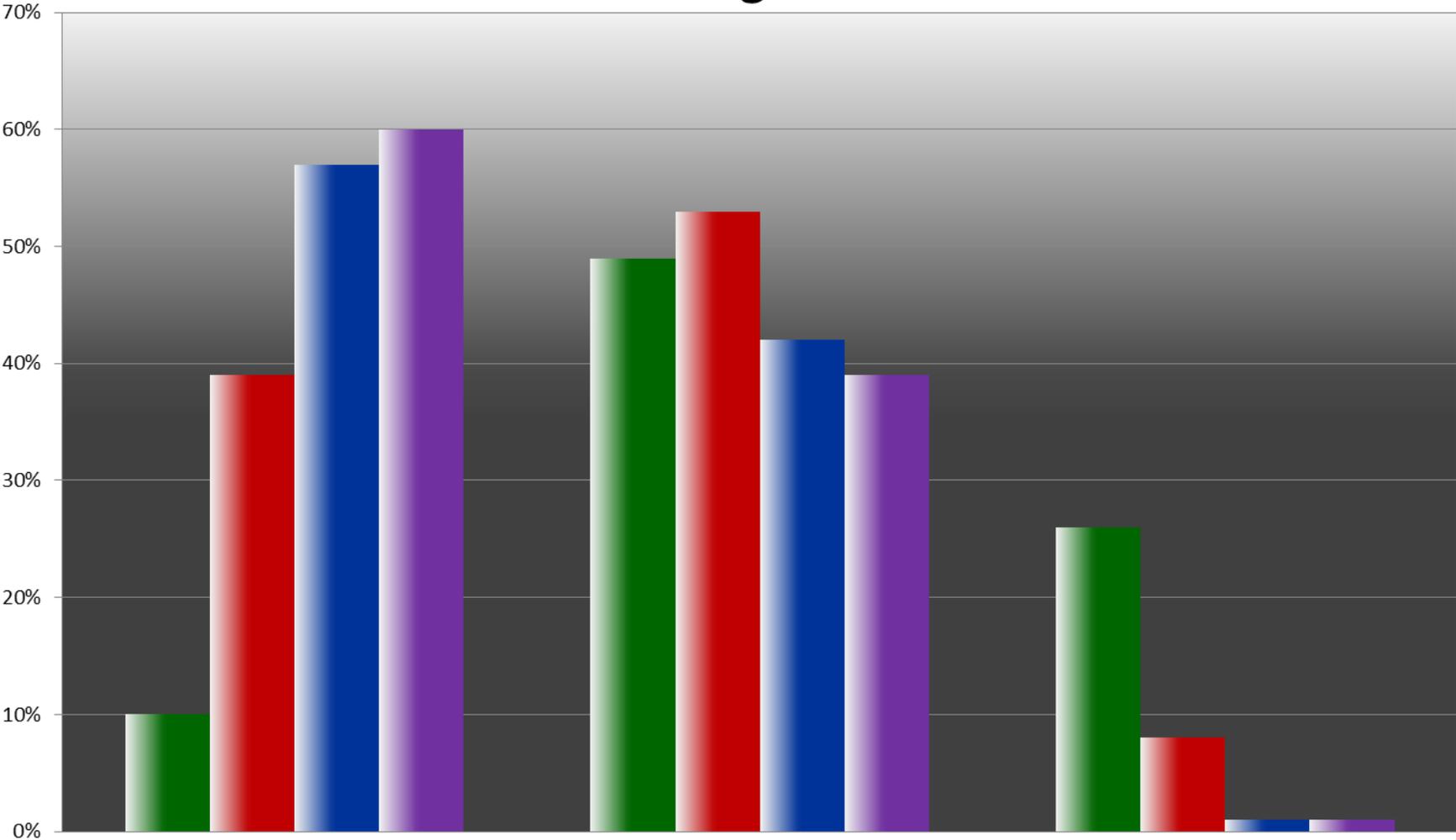
# Comparison of Yavapai College to Yavapai County Demographics



Source: 45th day census snapshot, County demographics - EMSI

■ Yavapai County ■ Fall 13

# Age



Traditional (15-24)

Career Change (25-64)

Retiree (65+)

■ Yavapai County

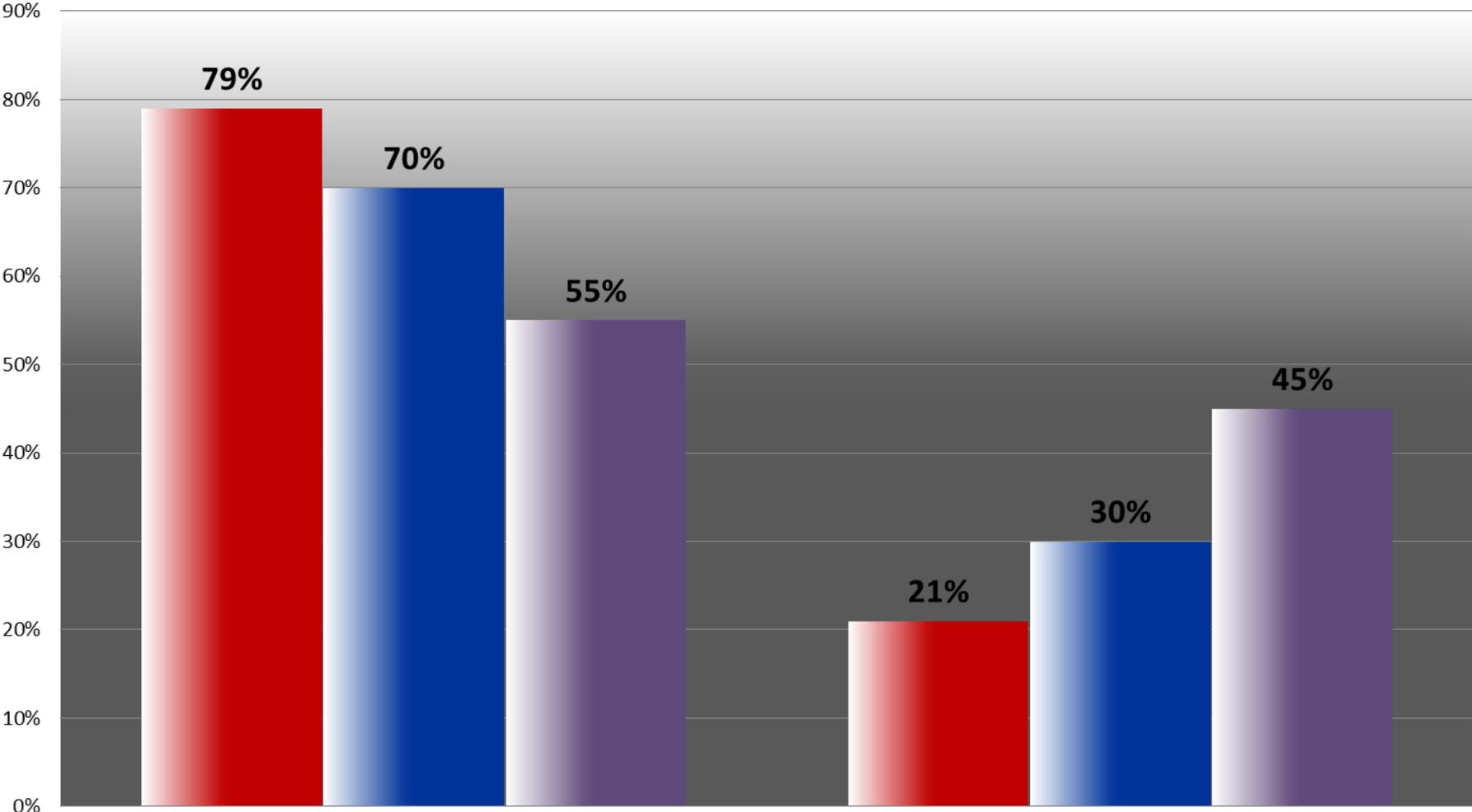
■ Yavapai College

■ AZ CC

■ Nat'l CC

Source: EMSI, IPEDS, YC Institutional Research

# Student Attendance Status



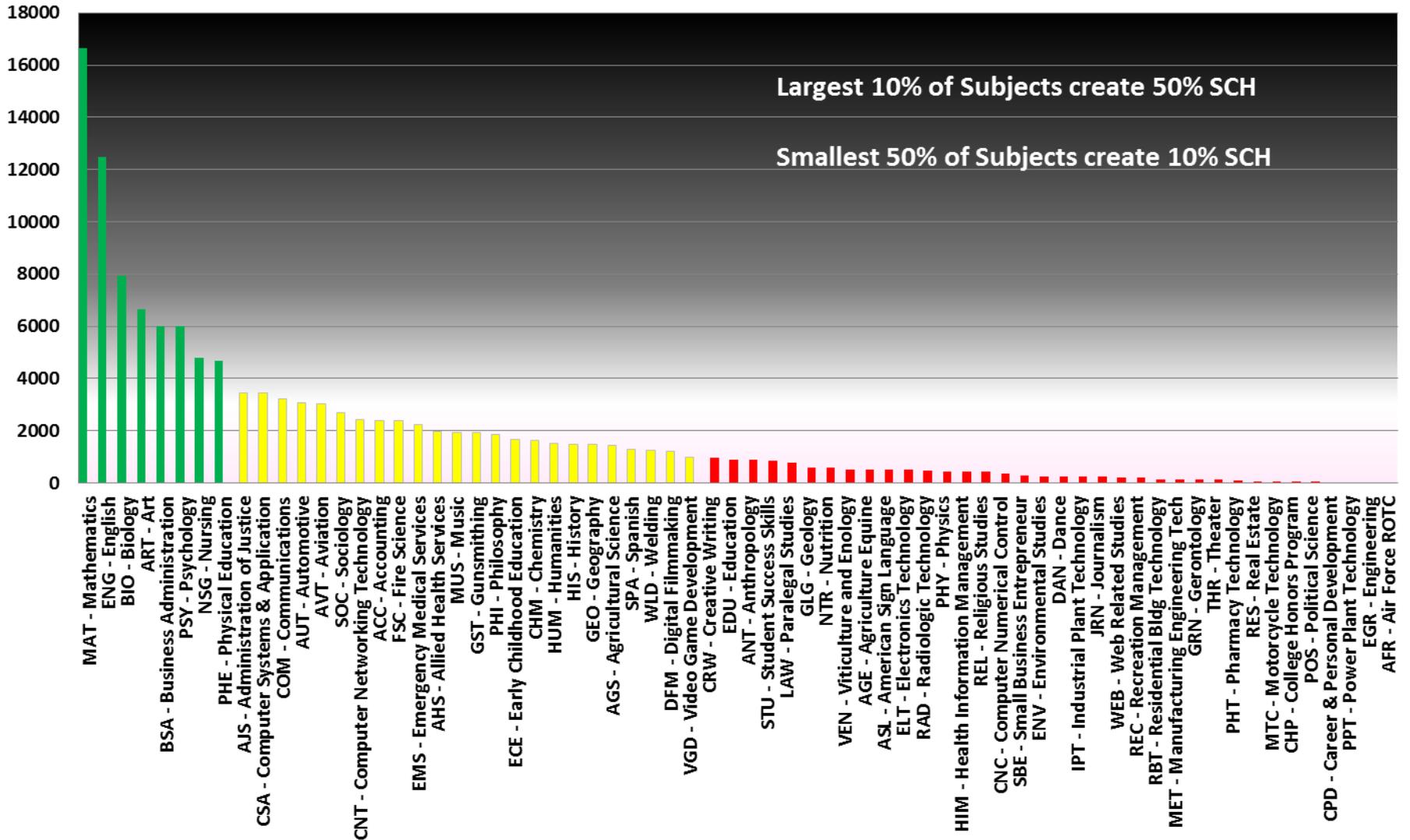
**Part-Time Student**

**Full-Time Student**

**■ Yavapai College   ■ AZ CC   ■ Nat'l CC**

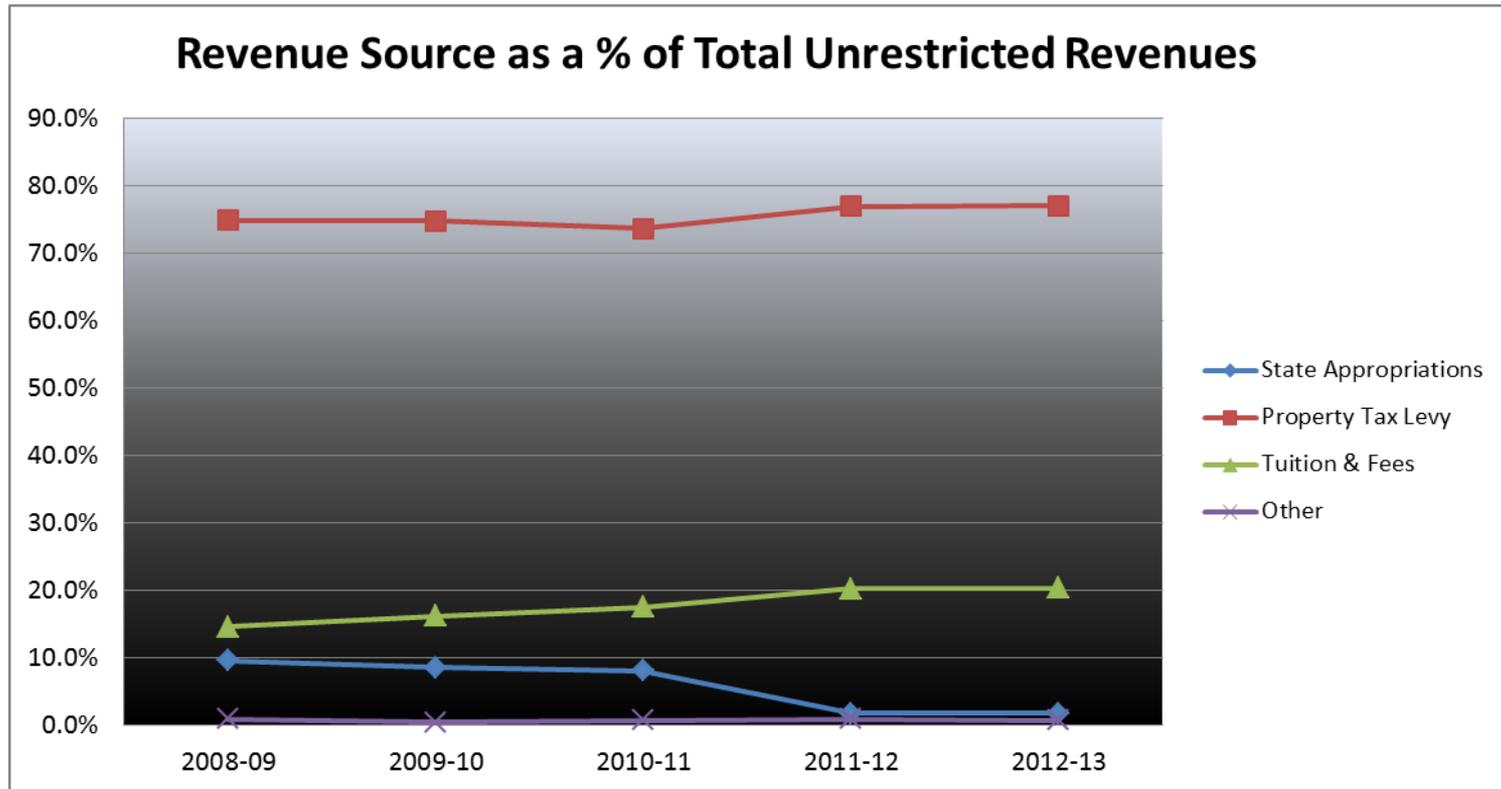
Sources: Yavapai College and AZ CC figures from the ACCPC Annual Report FY13; National figures from the NCCBP, 2013 Report

# Stoplight Analysis: Student (SCH) Demand by Subject Academic Year 2012-2013

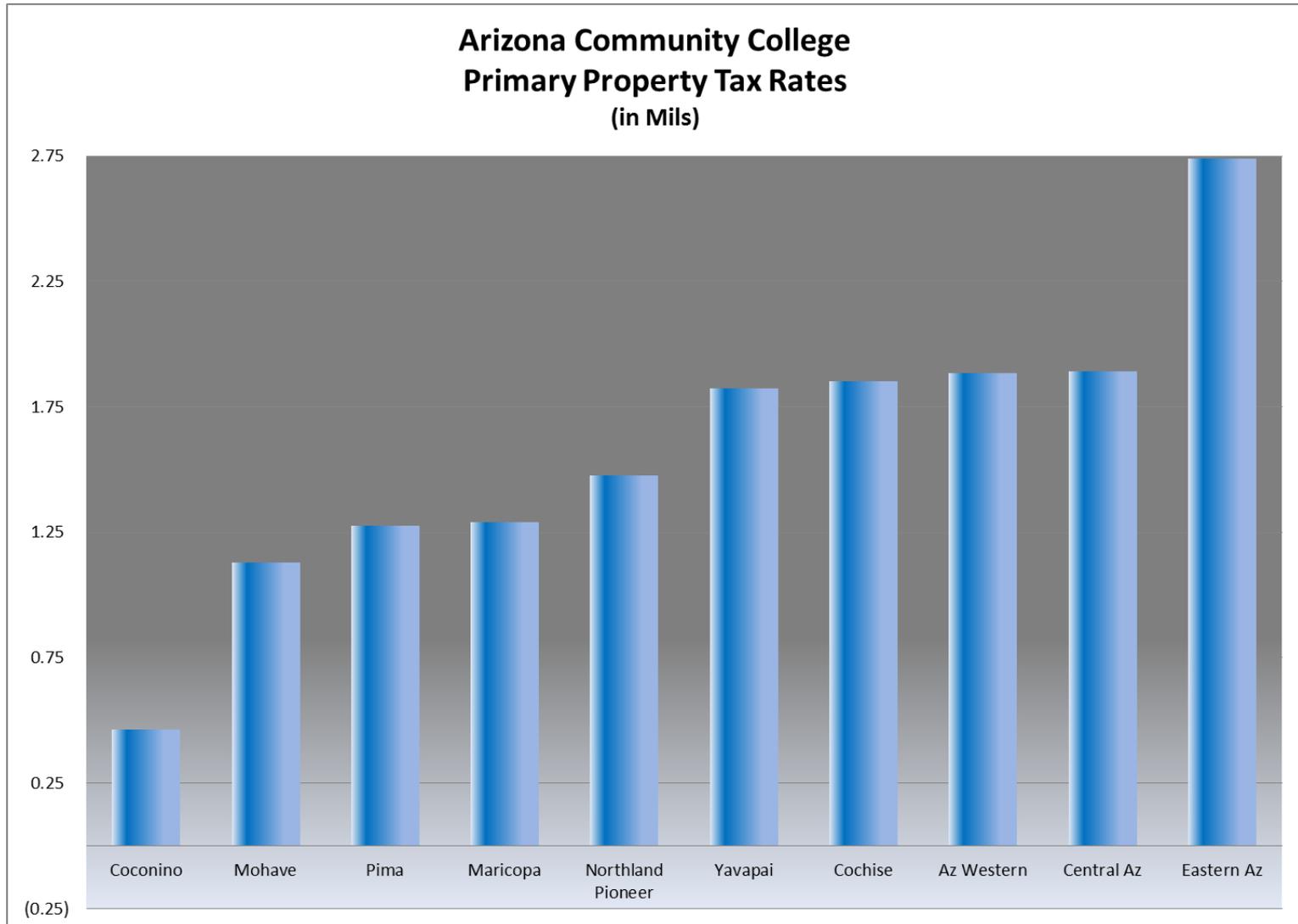


# Overview of Yavapai College Revenues & Expenses

# Revenues

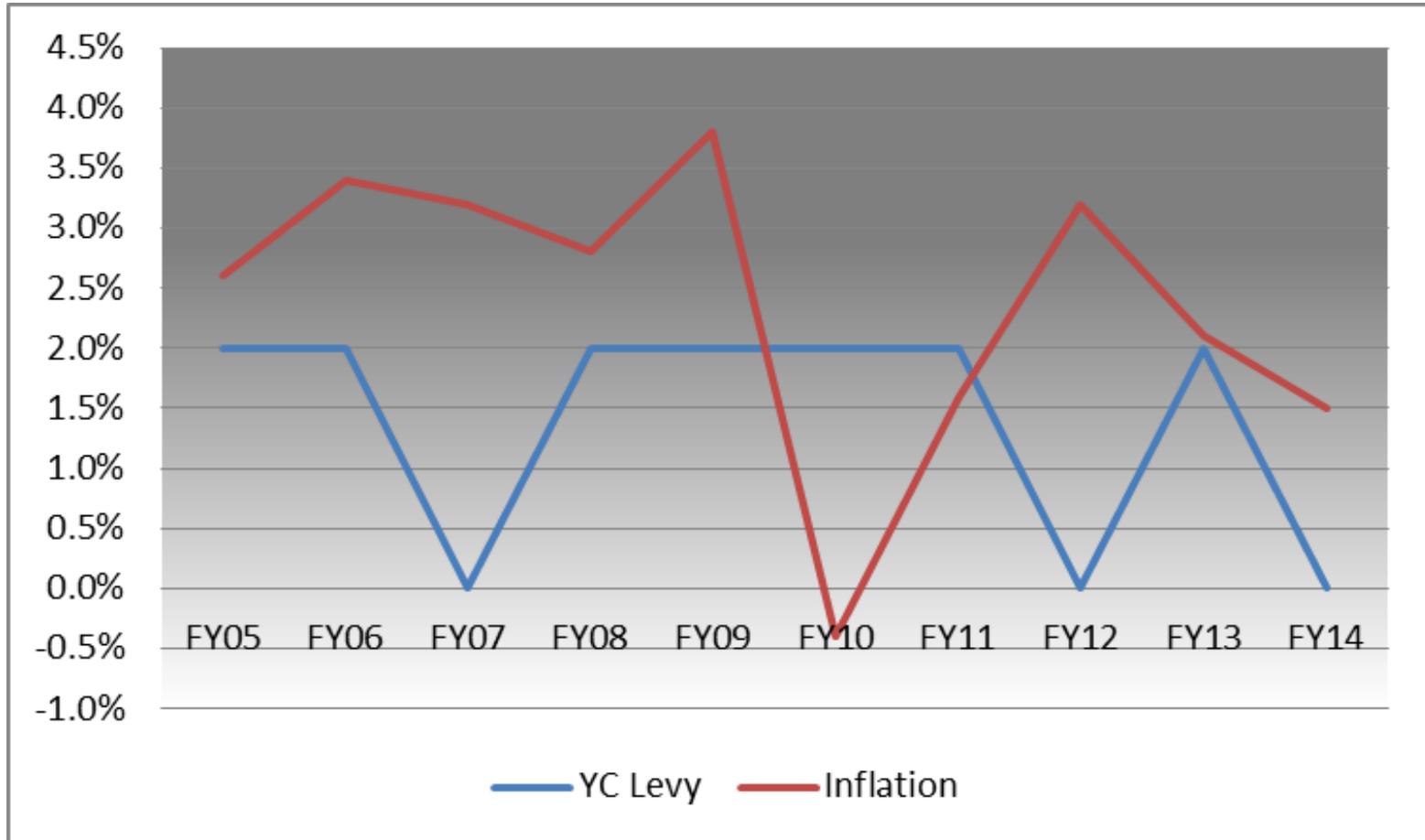


# Revenues: Property Tax



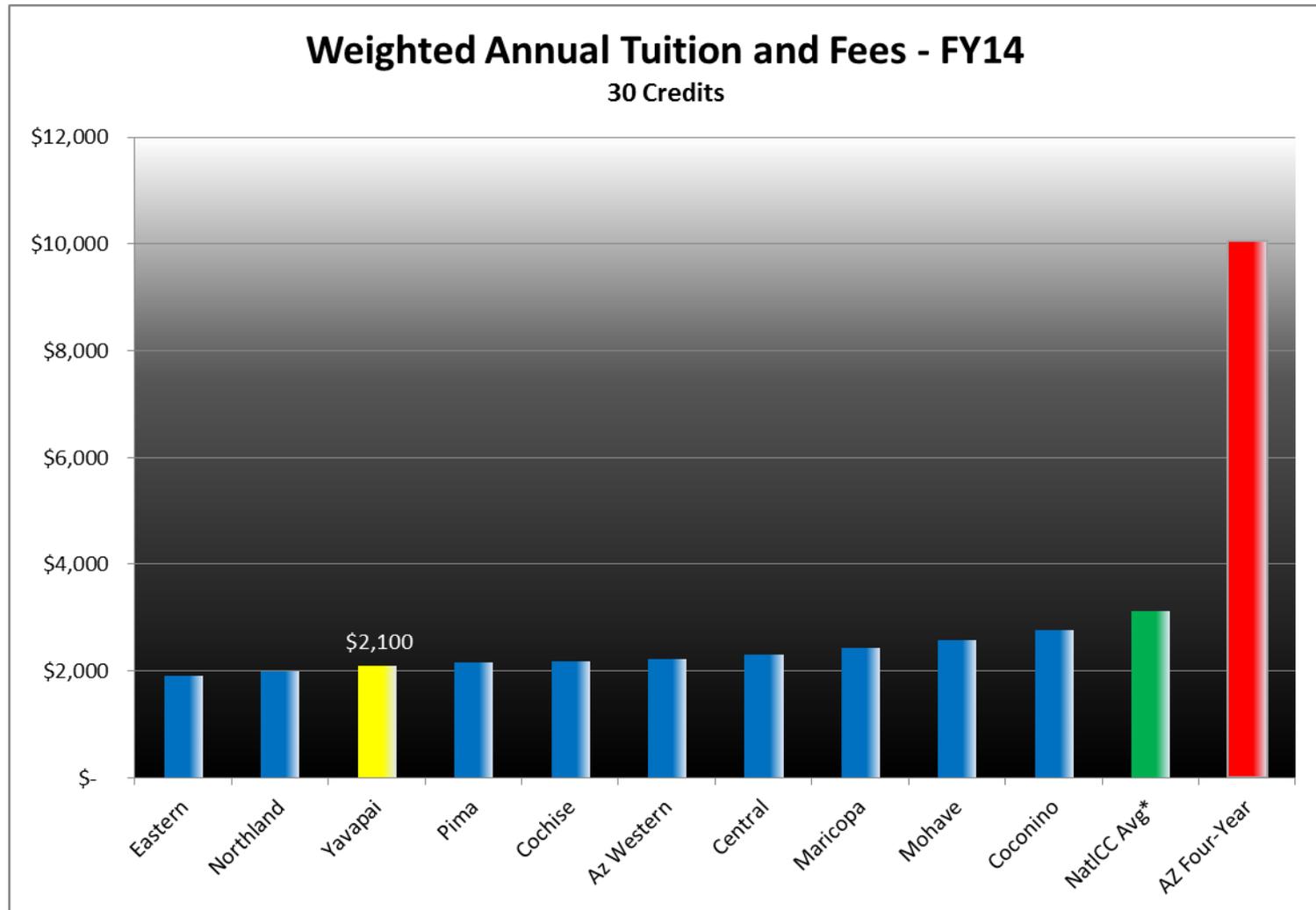
# Revenues: Property Tax

## Property Tax Levy vs. Inflation

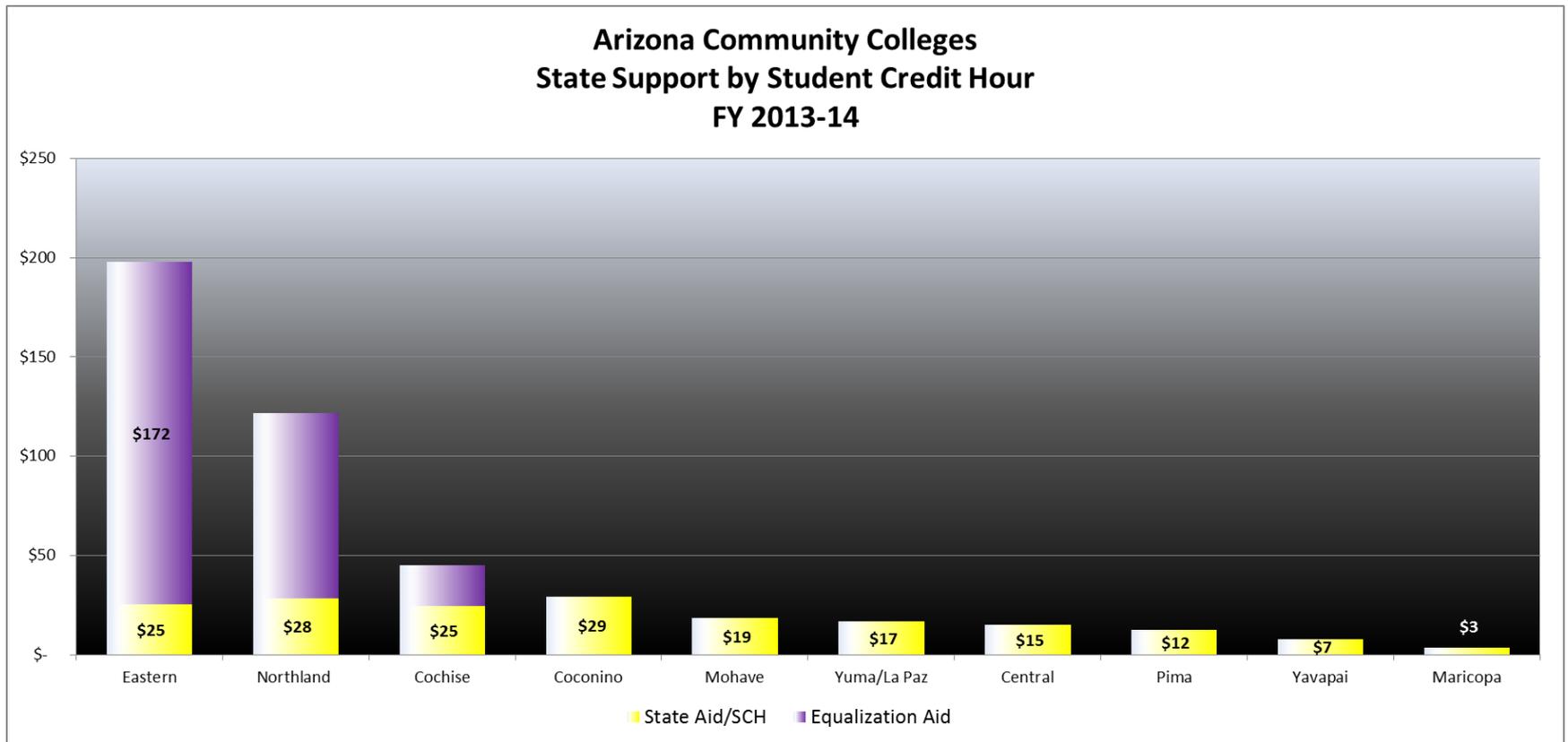


Inflation averaged 2.66%-- YC Tax Levy increase averaged 1.4% Page 243 of 296

# Revenues: Tuition & Fees



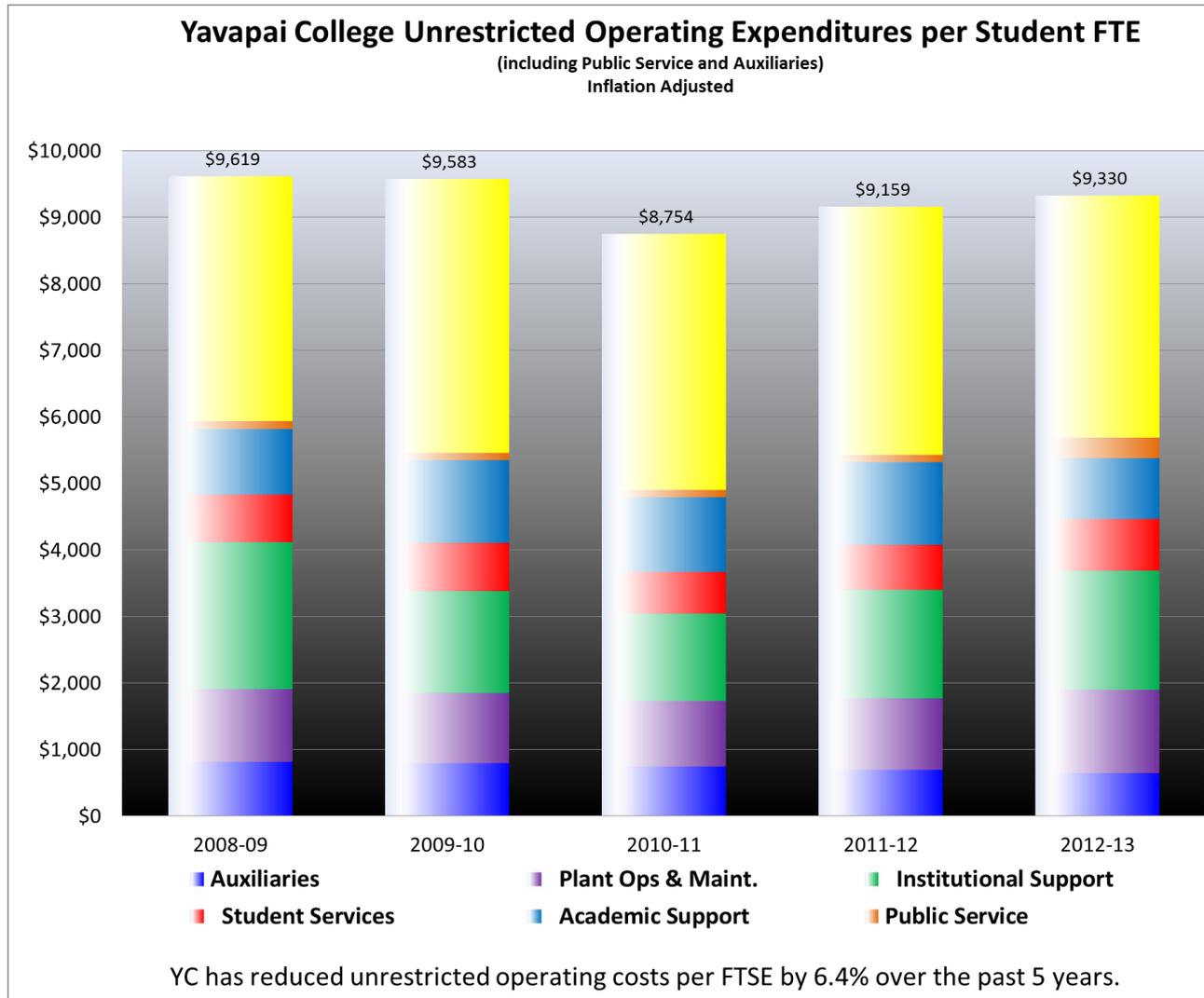
# Revenues: State Support



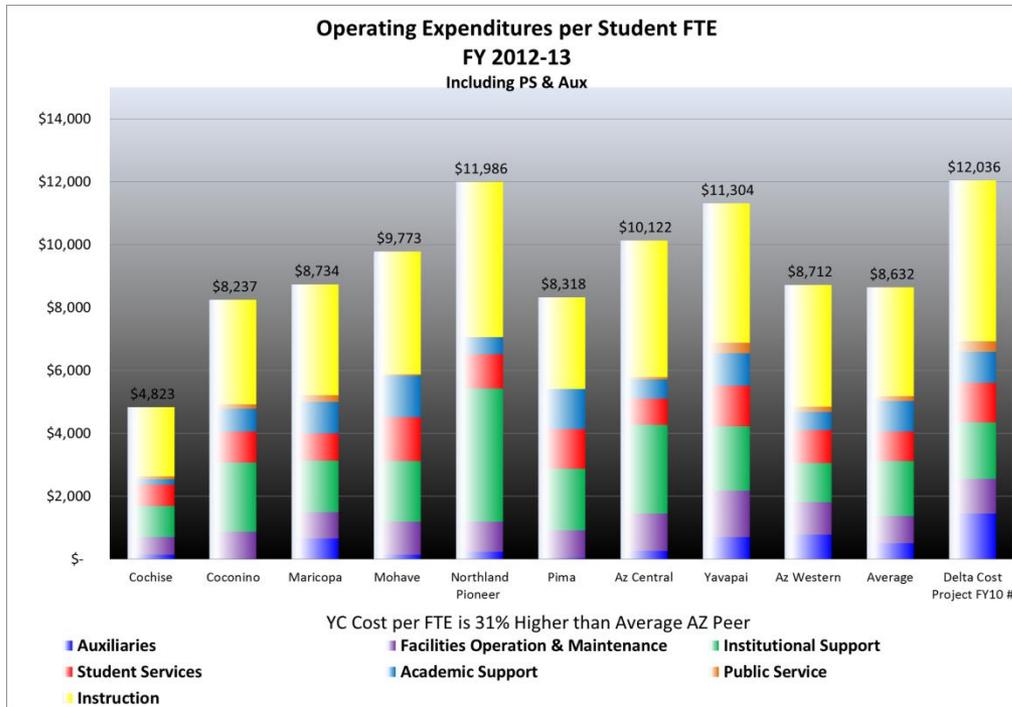
# YC Operating Expenses

- Instruction
  - Student Services
  - Academic Support
  - Institutional Support
  - Facilities
  - Auxiliaries
  - Public Service
  - ~~Financial Aid & Depreciation~~
- Education & General (E&G)
-

# YC Cost Improvements



# YC vs. State & National Peers



YC reduced Premium vs. AZ Average from 42% to 31% over 5 years

YC is 6% below national average

- Why More \$ than AZ Peers?
  - AZ Very Efficient State
  - Unique Services
    - Athletics
    - FEC
    - YCPAC
    - Scholarships
  - Operations
    - Well maintained facilities
    - Product Mix (CT & AH; Community Ed, Personal Interest)
    - Geography

# FY15 Budget Assumptions

# Budget

A budget is a list of all planned expenses and revenues

-- Yahoo.com

A budget is the Mission, Vision, Governing Board Ends, Strategic Plan, Educational & Campus Master Plans stated in monetary terms

-- Yavapai College

# Operating Budget

- Change in Revenues
  - New Property Tax Levy: \$0
  - State appropriations: \$0k
  - Enrollment growth: \$0
  - Tuition & Fee Price: \$370k
  - TOTAL \$370,000**
- Change in Fixed Expenses
  - Cost savings: -\$850k
  - Salary increase: \$650k
  - Market adjustment: \$200k
  - Utilities: \$50k
  - HW/SW Maint \$60k
  - Health insurance \$148k
  - Retirement: \$112k
  - TOTAL \$370,000**

# Capital Budget

- Change in Revenues
  - New Property Tax Levy
  - New Construction PT
- Change in Expenses
  - Capital Improvement Plan
    - Campus Master Plan

# Other Budgets

- Auxiliary: unchanged
- Debt: unchanged
- Restricted: unchanged

# Questions and Discussion



## Executive Limitations

### 2.5 Communication and Support to the District Governing Board

The President shall not permit the board to be uninformed, misinformed, or unsupported in its work.

#### 2.5.1 Compliance

The President shall not fail to advise the Board, if in the President's opinion, the Board is not in compliance with one or more of its own policies, particularly in cases where Board behavior is detrimental to the working relationship between the Board and the President.

#### MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.5 and 2.5.1, 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 2.5 and 2.5.1.

2. If Board intends to not accept Monitoring Report:

Interpretation: We have read the President's monitoring report regarding Policy 2.5 and 2.5.1 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 2.5 and 2.5.1. I move that the President provide the Board with a new Monitoring Report for Policy 2.5 and 2.5.1 [at the X board meeting] [within X amount months] that includes a new interpretation.

3. Insufficient Evidence:

We have read the President's monitoring report regarding Policy 2.5 and 2.5.1 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 2.5 and 2.5.1. I move that the President provide the Board with a new Monitoring Report for Policy 2.5 and 2.5.1 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

#### Attachments :

| Title  | Created      | Filename   |
|--|--------------|--|
| Monitoring Report Executive Limitations Policy 2.5 & 2.5.1.pdf | Jan 08, 2014 | Monitoring Report Executive Limitations Policy 2.5 & 2.5.1.pdf |
| Executive Limitations 2 5 and 2 5 1-Compilation.pdf            | Jan 09, 2014 | Executive Limitations 2 5 and 2 5 1-Compilation.pdf            |

**President's Monitoring Report  
Executive Limitations 2.5  
Communication and Support to the District Governing Board  
January 2013 – December 2013**

**Executive Limitations 2.5  
Communication and Support to the District Governing Board**

The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.

**President's Interpretation:**

The relationship between the Board and their president is one built on open communication, trust, and respect. The president must be vigilant in informing the Board of developments and activities through the following ways:

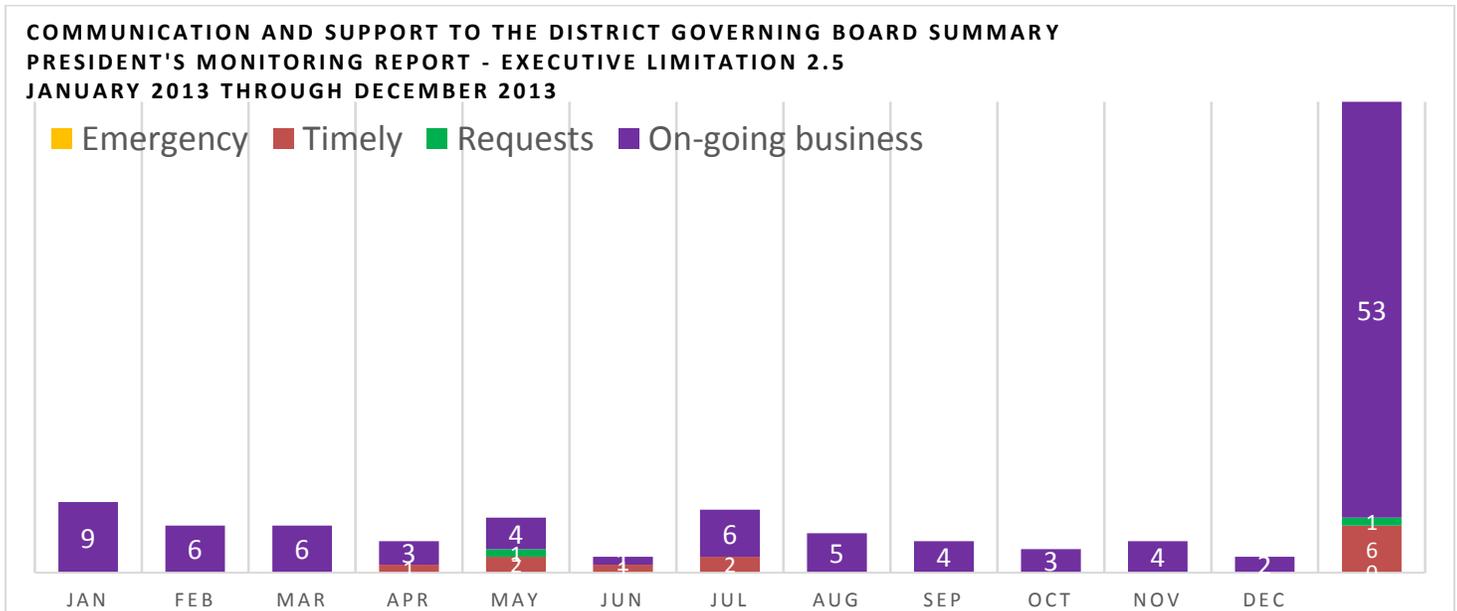
1. Emergency and/or Matters of Public Concern with immediate phone calls to Board members.
2. Timely Notification of Major College Decisions with phone calls to Board members.
3. Data whether specifically requested by the Board or through monthly presentations to the Board.
4. On-going College activities through summaries as included in monthly Board packet.

**Supporting Evidence:**

Since Dr. Wills' hire, August 1, 2011, she communicates with the College and the Board on a regular basis through the "News from the President – College Update". She also informs the Board in a timely manner of major decisions, emergency issues, or matters of public concern.

To comply with Executive Limitations 2.5 and 2.5.1, the President's Office maintains a log of all communication to the District Governing Board (Log of Communication and Support to the District Governing Board) as to when and why the President informs the Board of developments and activities according to the categories listed above.

The chart provides a summary of communications from January 2013 - December 2013 either to all Board members or individual Board members. This information provides a baseline for future trends.



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

**President's Monitoring Report**  
**Executive Limitations 2.5.1**  
**Compliance**  
**January 2013 through December 2013**

**Executive Limitations 2.5.1 Compliance**

The President shall not fail to advise the Board, if in the President's opinion, the Board is not in compliance with one or more of its own policies particularly in cases where Board behavior is detrimental to the working relationship between the Board and the President.

**President's Interpretation:**

If the President concludes that the Board is not acting in compliance with one or more of its own policies, it is the President's responsibility to bring this concern to the Board's attention. The President does so with the intent to strengthen the open communication between the Board and its employee.

**Supporting Evidence:**

To comply with Executive Limitations 2.5 and 2.5.1, the President's Office maintains a log of all communication to the District Governing Board (Log of Communication and Support to the District Governing Board). Included in the log are notations of any incidents of Board members' behavior which is perceived to be detrimental to the Board/Presidential relationship. Such incidents were noted on May 28, 2013 and December 10, 2013. This behavior was subsequently addressed by Board colleagues.

**President's Conclusion:**

**I report compliance.**

**Presidential Monitoring Worksheet for Executive Limitations Policies**  
**Policy 2.5 – Communication and Support to the District Governing Board**  
**Policy 2.5.1 - Compliance**  
**Compilation - January 2014**

This worksheet is intended to assist you in assessing the monitoring report, and expediting RELEVANT discussion at the Board meeting. For EACH ITEM and sub-item in the attached monitoring report, please note your responses to the following questions:

|  |   |                |
|--|---|----------------|
| <b>Executive Limitation 2.5</b>  | <b>Communication and Support to the District Governing Board</b><br>The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work. |                |
| Is the interpretation reasonable?  | YES<br><b>5</b>   | NO             |
| Does the data demonstrate compliance with the interpretation?  | YES<br><b>5</b>   | NO             |
| Is there sufficient evidence to convince me that a reasonable interpretation of the Executive Limitation has been achieved?                          | YES<br><b>5</b>   | NO             |
| Having reviewed the monitoring report, does anything you have learned make you consider whether this section of the policy itself should be amended? | YES   | NO<br><b>5</b> |
| Comments: (Please complete if any highlighted boxes are checked)   |   |                |

|  |  |                |
|--|--|----------------|
| <b>Executive Limitation 2.5.1</b>  | <b>Compliance</b><br>The President shall not fail to advise the Board, if in the President's opinion, the Board is not in compliance with one or more of its own policies particularly in cases where Board behavior is detrimental to the working relationship between the Board and the President. |                |
| Is the interpretation reasonable?  | YES<br><b>5</b>  | NO             |
| Does the data demonstrate compliance with the interpretation?  | YES<br><b>5</b>  | NO             |
| Is there sufficient evidence to convince me that a reasonable interpretation of the Executive Limitation has been achieved?                          | YES<br><b>5</b>  | NO             |
| Having reviewed the monitoring report, does anything you have learned make you consider whether this section of the policy itself should be amended? | YES  | NO<br><b>5</b> |
| Comments: (Please complete if any highlighted boxes are checked)   |  |                |

|   |                 |                |
|---|-----------------|----------------|
| <b>The following questions will apply to the WHOLE policy:</b>                                      |                 |                |
| Is there sufficient evidence to indicate compliance with the WHOLE policy, not just portions of it? | YES<br><b>5</b> | NO             |
| Is there reason to doubt the integrity of the information presented?                                | YES             | NO<br><b>5</b> |
| Comments: (Please complete if any highlighted boxes are checked)                                    |                 |                |

**SHADED ITEMS** should be raised for discussion at the meeting.

**Presenter :** Ray Sigafoos

**Start Time :** 2:38 PM

**Item No :** 22

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 11/19/2013

**Item Type :** Monitoring & Decision

| Policy No. | Description  | Ref No |
|------------|--|--------|
| 3.1        | <p>The Board shall govern Yavapai College proactively rather than reactively. The Board shall stay adequately informed by incorporating within the Board meeting reports from the President on strategic issues and engaging the Board in strategic thinking on relevant issues and approach its task with a style which emphasizes:</p> <ul style="list-style-type: none"><li>- outward vision rather than an internal preoccupation</li><li>- diversity in viewpoints;</li><li>- strategic leadership derived from future rather than past or present thinking;</li><li>- clear distinction of Board and staff roles;</li><li>- collective rather than individual decisions; and</li><li>- emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects.</li></ul> <p>More specifically, the Board shall:</p> | 396360 |

**Description :** Board Self-Evaluation - Governance Policy 3.1 - Governing Style - MONITORING, DISCUSSION AND/OR DECISION

**Details :** Governance Policy 3.1

The Board shall govern Yavapai College proactively rather than reactively. The Board shall stay adequately informed by incorporating within the Board meeting reports from the President on strategic issues and engaging the Board in strategic thinking on relevant issues and approach its task with a style which emphasizes:

- Outward vision rather than an internal preoccupation
- Diversity in viewpoints
- Strategic leadership derived from future rather than past or present thinking
- Clear distinction of Board and staff roles
- Emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects

More specifically, the Board shall:

#### 3.1.1 Trustee Obligation

Shall operate in all ways mindful of its civic trusteeship obligation to all the owners of its district and its lawful obligations in compliance with Title 15, Chapter 12 Community Colleges of the Arizona Revised Statutes and all other applicable federal and state statutes and regulations.

##### 3.1.1.1 Open Meeting Law

Board members will comply with the Open Meeting Law. Board members will not engage in any communication by any means, including any technological means, outside of a Board meeting with a quorum of the Board concerning a matter that may foreseeably come before the Board for action. This prohibition includes communication via email, Twitter, Facebook, or similar electronic means of communication. (Yavapai College District Governing Board Policy Regarding E-mail Use, legal Opinion was received and adopted November 15, 2005, Executive Session and Regular Meeting).

##### 3.1.2 Value and Perspectives

Shall direct, control, and inspire the organization through the establishment of written policies that clearly define the organizations values.

### 3.1.3 Member Expertise

Shall use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute his/her individual values for the groups values.

### 3.1.4 Self-Evaluation

Shall monitor and regularly discuss the Boards own process and performance through:

a) regular monitoring by the full Board of its Governance process and Board-President Linkage policies.

b) review of the Boards overall performance as a governing body.

Shall delegate to the Chair the responsibility to develop and conduct this evaluation process in accordance with Policy 3.5.3

### 3.1.5 Continuity

To ensure the continual development of governance capability, shall include orientation of new Board members in the Board's governance process and periodic Board training and discussion of process improvement.

### 3.1.6 Hindrance

Shall not allow an officer, individual or committee of the Board to hinder the fulfillment of his or her commitments.

## Attachments :

| Title                                | Created      | Filename                             |
|--------------------------------------|--------------|--------------------------------------|
| Board Evaluation 3.1-Compilation.pdf | Jan 09, 2014 | Board Evaluation 3.1-Compilation.pdf |

| Policy Number  | <p align="center"><b>District Governing Board Policy Review<br/>Evaluation of Board Policies<br/>Compilation - January 2014</b></p> <p><b>Policies:</b><br/> <b>3.1 Governing Focus and Style</b><br/> <b>3.1.1 Trustee Obligation</b><br/> <b>3.1.1.1 Open Meeting Law</b><br/> <b>3.1.2 Governing Policies</b><br/> <b>3.1.2 Values and Perspectives</b><br/> <b>3.1.3 Member Expertise</b><br/> <b>3.1.4 Self-Evaluation</b><br/> <b>3.1.5 Continuity</b><br/> <b>3.1.6 Hindrance</b><br/> <u><b>Call if you need any help finding data in OurBoardroom™</b></u><br/> <i>(Karen, 928.776.2307)</i></p>   | In Compliance | Out of Compliance        | * Need More Data         | N/A - Not Relevant at this time |
|--|---|---------------|--------------------------|--------------------------|---------------------------------|
| <b>3.1 Governing Focus and Style</b>                           | <p>The Board shall govern Yavapai College proactively rather than reactively. The Board shall stay adequately informed by incorporating within the Board meeting reports from the President on strategic issues and engaging the Board in strategic thinking on relevant issues and approach its task with a style which emphasizes:</p> <ul style="list-style-type: none"> <li>- outward vision rather than an internal preoccupation</li> <li>- diversity in viewpoints;</li> <li>- strategic leadership derived from future rather than past or present thinking;</li> <li>- clear distinction of Board and staff roles;</li> <li>- collective rather than individual decisions; and</li> <li>- emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects.</li> </ul> <p>More specifically, the Board shall:</p> | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| <b>3.1.1 Trustee Obligation</b>                                | <p>Shall operate in all ways mindful of its civic trusteeship obligation to all the owners of its district and its lawful obligations in compliance with Title 15, Chapter 12 Community Colleges of the Arizona Revised Statutes and all other applicable federal and state statutes and regulations.</p>   | <b>4</b>      | <b>1</b>                 | <input type="checkbox"/> | <input type="checkbox"/>        |
| <b>3.1.1.1 Open Meeting Law<br/>3.2.1.2 Governing Policies</b> | <p>Board members will comply with the Open Meeting Law. Board members will not engage in any communication by any means, including any technological means, outside of a Board meeting with a quorum of the Board concerning a matter that may foreseeably come before the Board for action. This prohibition includes communication via email, Twitter, Facebook, or similar electronic means of communication. (Yavapai College District Governing Board Policy Regarding E-mail Use, Legal Opinion was received and adopted November 15, 2005, Executive Session and Regular Meeting).</p>   | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| <b>3.1.2 Values and Perspectives</b>                           | <p>Shall direct, control, and inspire the organization through the establishment of written policies that clearly define the organizations values.</p>  | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| <b>3.1.3 Member Expertise</b>                                  | <p>Shall use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute his/her individual values for the group's values.</p>   | <b>4</b>      | <input type="checkbox"/> | <b>1</b>                 | <input type="checkbox"/>        |
| <b>3.1.4 Self-Evaluation</b>                                   | <p>Shall monitor and regularly discuss the Boards own process and performance through</p> <ol style="list-style-type: none"> <li>a) regular monitoring by the full Board of its Governance Process and Board-President Linkage policies.</li> <li>b) review of the Boards overall performance as a governing body.</li> </ol> <p>Shall delegate to the Chair the responsibility to develop and conduct this evaluation process in accordance with Policy 3.5.3.</p>   | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| <b>3.1.5 Continuity</b>  | <p>To ensure the continual development of governance capability, shall include orientation of new Board members in the Boards governance process and periodic Board training and discussion of process improvement.</p>   | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| <b>3.1.6 Hindrance</b>   | <p>Shall not allow an officer, individual or committee of the Board to hinder the fulfillment of his or her commitments.</p>  | <b>5</b>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |

If you indicated that the Board was out-of-compliance with one of its above-listed policies, please state the reason why: **In my judgment, approval of the 10 year capital/development plan at last Board meeting does not reflect the Board's obligation "to all the owners of its district." 3.1.1. is not clear.**

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Is this policy still relevant or useful to the Board? Yes  No

If not, should it be deleted, updated, changed? Please comment for discussion during Board meeting.

Comments/Remarks:

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**Presenter :** Ray Sigafoos

**Start Time :** 2:43 PM

**Item No :** 23

**Proposed By :** Ray Sigafoos

**Time Req :** 10

**Proposed :** 11/22/2013

**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. | 26041  |

**Description :** SHORT RECESS - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 2:53 PM

**Item No :** 24

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 11/22/2013

**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. | 26041  |

**Description :** BOARD EDUCATION / STRATEGIC THINKING AND PLANNING -  
HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 2:53 PM

**Item No :** 25

**Proposed By :** Ray Sigafoos

**Time Req :** 45

**Proposed :** 11/22/2013

**Item Type :** Board Education

| Policy No. | Description  | Ref No |
|------------|--|--------|
| 3.1.1.1    | Board members will comply with the Open Meeting Law. Board members will not engage in any communication by any means, including any technological means, outside of a Board meeting with a quorum of the Board concerning a matter that may foreseeably come before the Board for action. This prohibition includes communication via email, Twitter, Facebook, or similar electronic means of communication. (Yavapai College District Governing Board Policy Regarding E-mail Use, Legal Opinion was received and adopted November 15, 2005, Executive Session and Regular Meeting). | 396362 |
| 3.3        | The Board expects of itself, as a whole and of its individual members, ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members.   | 4081   |

**Description :** Board Education regarding Open Meeting Law and Conflict of Interest Declaration - INFORMATION AND DISCUSSION

**Details :** Lynne Adams, District Governing Board Counsel, will provide Board Education related to Open Meeting Law for Board members, with particular emphasis on the conflict of interest statutes.

Board members are asked to complete the Annual Conflict of Interest Declaration annually, as required by Board Policy 3.3. Conflict of Interest forms are provided in the Board packet to be completed and returned to the Executive Assistant by January 31, 2014. The Conflict of Interest forms will be shared and reviewed by all Board members at the February 4, 2014 Regular Board meeting. This form shall be kept in a file maintained by the College and which shall be open to the public.

**Attachments :**

| Title  | Created      | Filename   |
|--|--------------|--|
| 2014-01-14 Open Meeting Law Conflict Training presentation Yavapai College.pdf | Jan 08, 2014 | 2014-01-14 Open Meeting Law Conflict Training presentation Yavapai College.pdf |
| PolicyBranch 3.3.2.pdf   | Jan 08, 2014 | PolicyBranch 3.3.2.pdf   |
| Conflict_of_Interest_Form[1].pdf   | Jan 08, 2014 | Conflict_of_Interest_Form[1].pdf   |

# Open Meeting Law and Conflict Of Interest Training: Hot Issues in 2013



**LYNNE C. ADAMS**  
**OSBORN MALEDON**



Yavapai College Governing Board  
January 14, 2014

# Open Meeting Law Basics



- The board may discuss College business only in a public meeting that has been properly noticed.
- Meeting only occurs if
  - there is a quorum **and**
  - the quorum engages in discussion, action or deliberation about a matter that has, will or may come before the board.
- Meeting does not require physical presence.

# Polling the Board



- **Legislature can “count” votes in advance, but public boards cannot.**
- Hub and Spoke: Avoiding Open Meeting Law requirements by using others to communicate decisions or views.
- Serial Communications: Avoiding Open Meeting Law requirements by using sequential communications with less than a quorum to communicate decisions or views.

# Hub and Spoke Prohibition



- Tucson City Council member investigated in 2013 for using city employees who are not subject to the Open Meeting Law to communicate with other Council members.
- City employee communicated with a quorum of Council members via email.
  - I spoke with other members and they want to know what **you will do and “will follow your lead.”**

# Hub and Spoke Prohibition



- No evidence of any further email or other communications with any City Council members.
- Attorney General concluded that there was no Open Meeting Law violation because no proposed action or intended votes were communicated.
  - Passive receipt of information by Board members from staff does not violate the Open Meeting Law.
  - **Violation = “Other** Council members are opposed to selling the land to GCU, **but they will follow your lead.”**

# Serial Communications Prohibition



- Glendale City Council members investigated for conducting serial meetings with hockey executives.
- No dispute that serial meetings were held.
  - Each meeting included 1-3 Council members of a 7 member Council.
  - Meetings were held one after another.
- Council claimed they were “**meet and greet**” meetings.
  - Held when negotiations between City and hockey executives were occurring.
  - Hockey executives gave same presentation in each meeting.

# Serial Communications Prohibition



- None of the serial meetings were posted or open to the public, and no agendas for the meetings were prepared.
- Attorney General determined based on an interview with one Council member and the City Mayor that there was no Open Meeting Law violation because no quorum of Council members attended a single meeting.
  - No **“meeting”** for purposes of Open Meeting Law.
  - No evidence that Council members shared information with meetings about each other.

# Non-Meeting Meetings



- Questions raised about all members of a board attending an event, such as a professional conference, where the public is excluded.
- Questions also raised about a majority of a board traveling together to an event or meeting.

# Non-Meeting Meetings



- Neither are violations as long as there are no discussions about board business between the Board members.
- No problem with a quorum of the board listening to information that may be used by a board member in a future meeting.
- But even without discussion between board members about board business, still may raise questions about compliance.

# Email Among Board Members



- A quorum of board members may not exchange email messages that involve discussions, deliberations or taking legal action about a matter that has, will or may come before the board.
- This will be considered a “**meeting**” held via email for Open Meeting Law purposes.
- Serial email communications can cause problems if they are eventually sent to a quorum, just as with verbal serial communications.

# Email Among Board Members



- A board member may not send an email to a quorum of board members that proposes legal action even if there is no exchange of messages.
- A one-way communication can be enough to **constitute a “meeting” if there is a proposal of** action for the Board to take about a matter that has, will or may come before the board.

# Traditional and Social Media



- Newspaper: Anyone can read statements made to a reporter.
- Twitter: Anyone can follow you, so no concerns about excluding public.
- Questions raised about whether a single board member proposing legal action in any public media (newspaper or Twitter) violates the Open Meeting Law.
  - A quorum of the Board could arguably read the proposal.
  - Divided opinions about whether this is ok.

# Traditional and Social Media



- **Facebook: Only “friends” can follow you, so** problem of excluding public.
- Texting: Some board members have been caught texting during meeting.
  - No evidence that they were texting other board members, but questions raised by public.
  - Similar to passing notes to other board members. Ok if just to one board member, but never looks good.

# Executive Session Discussions



- Executive session discussions must be strictly limited only to allowed issues.
- Cannot use to discuss issues that are embarrassing or uncomfortable.
- Agenda must state there will be an executive session and provide statutory basis and enough information to notify public but not breach confidentiality.

# Executive Session Discussions



- The seven permissible purposes:
  - Certain personnel matters
  - Review of confidential records
  - Legal advice from lawyer
  - Litigation, contracts, settlements
  - Employee benefits
  - International, interstate or tribal negotiations
  - Purchase, sale or lease of real property
- Typically, more complaints related to executive sessions than anything else.

# Conflict of Interest Laws



- Laws are designed to keep public officials from using their positions to advance personal interests.
- Business interests of relatives – broadly defined – are included within the scope of the law.
- Very high standard; courts have not been **sympathetic to an “I didn’t know” defense.**

# Board Policy



- Board policy requires board members to refrain from participating in or attempting to influence the vote about any matter in which they have or **“appear” to have a conflict.**
- Board members **“shall act with honesty, integrity and openness” to promote “a working environment that values respect, fairness and integrity.”**

# Conflict of Interest Flowchart



Will the decision affect, either positively or negatively, an interest of mine or one of a relative?

If yes, then ask

Is the interest a money or property interest?

If yes, then ask

Is the interest other than one statutorily designated as a remote interest?

**If yes, you have a conflict of interest**

# Duty to Disclose Conflict



- **Best practice is to talk to the Board's lawyer *before*** an issue on the agenda comes up for discussion
- If you have a conflict of interest in a matter on the agenda, you **must**
  - Not discuss the matter with any other board member,
  - Not vote on the matter, and
  - Indicate in writing that you have a conflict.

# Annual Conflict Disclosure



- Board Policy requires each board member to complete a conflict of interest form at least once per year.
- The form helps the board to identify potential conflicts that may arise.
- If a board member or spouse changes jobs/has new personal circumstances during the year, the board member should update his or her conflict of interest form.

# Questions?



Ask your board lawyer *before* acting if you think you may be violating the Open Meeting Law or may have a conflict of interest!

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**3.3.2 Conflict of Interest**

Rev Date : Rev No : Ref No  
10/4/2012 5 39693

Board members must avoid any situation that may constitute a conflict of interest or the appearance of a conflict of interest with respect to their fiduciary responsibility to the Colleges ownership. Any question as to whether a potential conflict of interest exists shall be referred to legal counsel for the College.

**3.3.2.1 Self-Dealing**

Rev Date : Rev No : Ref No  
10/4/2012 5 39693

There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as allowed by law, to ensure openness, competitive opportunity, and equal access to information.

**3.3.2.2 Employment**

Rev Date : Rev No : Ref No  
10/25/2012 7 41337

Board members must not use their positions to obtain employment in the College for themselves, family members, or close associates.

**3.3.2.3 Acceptance of Employment**

Rev Date : Rev No : Ref No  
3/27/2007 4 26025

Should a Board member be considered for employment, he/she must withdraw from deliberation and voting on any matter that pertains to such employment consideration, and shall have no access to applicable Board information. A Board member accepting employment from the College must resign his/her Board position in accordance with Arizona statute.

**3.3.2.4 Personal Gain**

Rev Date : Rev No : Ref No  
3/27/2007 1 26026

Board members will refrain from using their Board position for personal or partisan gain, will take no private or individual action that will compromise the Board or administration, and will respect the confidentiality of information that is privileged from disclosure under applicable law.

**3.3.2.5 Voting**

Rev Date : Rev No : Ref No  
10/4/2012 2 39693

When a matter under consideration might involve or appears to involve a conflict of interest for a Board member, that member shall declare the conflict at the beginning of discussion on the issue and will not vote on, participate in discussion regarding, or attempt to influence votes on any matter related to the conflict.

### 3.3.2.6 Representing the College

As representatives of the College, Board members shall act with honesty, integrity and openness in all dealings, internal and external, and if new knowledge is received after the Board makes a decision, the President and the Chair shall be informed. Each Board member shall ensure that the organization promotes a working environment that values respect, fairness and integrity.

### 3.3.2.7 Conflict of Interest Agreement

Each Board member shall complete and submit a Conflict of Interest form, in a format determined by the Board, at least one time each year. Such form shall require the submission by the Board member of information relating to any potential conflicts of interest or shall affirm that no such potential conflict currently exists.

**YAVAPAI COMMUNITY COLLEGE DISTRICT  
DISCLOSURE OF SUBSTANTIAL INTEREST FORM  
(Conflict of Interest - Annual)**

State law requires you to disclose any substantial interest you or your relatives have in any Yavapai College vote, decision, contract, sale or purchase. See the attached guidelines for definitions and an explanation of the law governing conflict of interest. Members of the Yavapai College Governing Board must complete and submit this form promptly when a situation arises or may arise that requires disclosure. In addition, Board members will be asked to complete this form at least once annually, as required by Board Policy 3.3. This form shall be kept in a file maintained by the College and which shall be open to the public.

**Identify any business or activity in which you have or may have a substantial interest (indicate if sole owner, partner, relative of owner/partner). Please attach a separate piece of paper if you have more than one business or activity to disclose.**

Business name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Business Tax ID#: \_\_\_\_\_

Provide a full description of the type of substantial interest:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Describe any current or future Board or College action or decision that may affect the interest described above or that could potentially cause a conflict of interest to arise:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**If you or a relative has financial or ownership interest in a Yavapai College matter, you understand that you may not vote upon or participate in any manner in such matter.**

***No conflict of interest exists for me at this time.***

I hereby certify that the information provided herein is true and correct to the best of my knowledge and belief.

\_\_\_\_\_  
Signature

Date: \_\_\_\_\_

\_\_\_\_\_  
Print Name

**Presenter :** Ray Sigafoos

**Start Time :** 3:38 PM

**Item No :** 26

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 11/22/2013

**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. | 26041  |

**Description :** OWNERSHIP LINKAGE - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 3:38 PM

**Item No :** 27

**Proposed By :** Ray Sigafoos

**Time Req :** 10

**Proposed :** 12/17/2013

**Item Type :** Policy & Decision

| Policy No. | Description  | Ref No |
|------------|--|--------|
| 3.2        | As an informed agent of the ownership, the Board's specific job outputs are those that are unique to its trusteeship role and necessary to ensure appropriate organizational performance.<br><br>Accordingly, the Board: | 429130 |

**Description :** Election of Board Officers - Chair, Secretary, and Board member Liaison Committee Appointments for 2014 - DISCUSSION AND/OR DECISION

**Details :** As required by A.R.S. §15-1443(B), the Board will elect a Chair and a Secretary every January. The expectation will be that the Chair and Secretary will serve a two-year term, but the Board may decide otherwise and elect a new Chair and Secretary every January.

Mr. Ray Sigafoos, Chair and Dr. Patricia McCarver, Secretary are concluding the first year of their two-year term in these executive roles. Board may choose to elect a new Chair and/or Secretary or may choose to have Mr. Sigafoos and Dr. McCarver continue in these positions:

- Board Chair
- Board Secretary

The elected Board Chair will discuss and appoint Board Liaisons for one-year terms for the following committees:

- Foundation Liaison
- Arizona Association for District Governing Boards Representative
- Board Spokesperson

**Attachments :**

| Title                     | Created      | Filename                  |
|---------------------------|--------------|---------------------------|
| Certificate President.pdf | Jan 08, 2014 | Certificate President.pdf |

**Governing Board  
Certificate of Election  
Of Chair**

WE HEREBY CERTIFY that at a meeting of the District Governing Board of

Yavapai County Community College District, Yavapai County,

(Name of School District)

on January 14, 2014 elected Raymond Sigafoos Chair

(Month) (Date) (Year)

(Name)

of said District Board, to serve for a one year period from date of election.

This certificate must be signed by no less than two members of a three-member board or no less than three members of a five-member board.

Signature \_\_\_\_\_  
Raymond Sigafoos

Signature \_\_\_\_\_  
Dale Fitzner

Signature \_\_\_\_\_  
Patricia McCarver

Signature \_\_\_\_\_  
Herald Harrington

Signature \_\_\_\_\_  
Robert Oliphant

**Governing Board  
CERTIFICATE OF ELECTION  
FOR**

\_\_\_\_\_  
(Name)  
as President of the  
Yavapai County Community College District.

Term Expires January, 2015.

Filed in My Office

\_\_\_\_\_, \_\_\_\_\_  
(Month & Day) (Year)

\_\_\_\_\_  
County School Superintendent

**Presenter :** Ray Sigafoos

**Start Time :** 3:48 PM

**Item No :** 28

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 11/22/2013

**Item Type :** Information Item

| Policy No. | Description   | Ref No |
|------------|---|--------|
| 3.5.5      | <p>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 committee. Board liaisons should provide advice and input to their assigned committee, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committee. The positions are:</p> <ol style="list-style-type: none"><li>1) Foundation Liaison</li><li>2) AADGB Representative</li><li>3) Board Spokesperson</li></ol> | 436609 |

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

**Details :** Arizona Association for District Governing Boards (AADGB) - Dr. Dale Fitzner

Association of Community Colleges Trustees (ACCT) - Dr. Dale Fitzner

Yavapai College Foundation - Dr. Patricia McCarver

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 3:53 PM

**Item No :** 29

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 11/22/2013

**Item Type :** Heading

| Policy No. | Description  | Ref No |
|------------|--|--------|
| 3.4        | <p>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.</p> | 26041  |

**Description :** OTHER INFORMATION - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 3:53 PM

**Item No :** 30

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 11/22/2013

**Item Type :** Information Item

| Policy No. | Description   | Ref No |
|------------|---|--------|
| 3.2.1      | 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. | 470151 |

**Description :** Correspondence to the Board - RECEIPT AND/OR DISCUSSION

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 3:58 PM

**Item No :** 31

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 12/17/2013

**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. | 26041  |

**Description :** Proposed Dates and Places of Future Meetings for 2014 - DISCUSSION AND/OR DECISION

**Details :** The Board will discuss and confirm proposed meetings, dates, times, and locations for 2014 District Governing Board meetings.

11th International Policy Governance Association Conference will be held on June 19, 2014 in Minneapolis, MN and information is included in Board Correspondence folder.

**Attachments :**

| Title  | Created      | Filename   |
|--|--------------|--|
| 2014- Proposed Dates and Places of Future Meetings.pdf | Dec 17, 2013 | 2014- Proposed Dates and Places of Future Meetings.pdf |

## PROPOSED DATES AND PLACES OF FUTURE MEETINGS 2014

| TYPE OF MEETING   | DATE/DAY/TIME/LOCATION  |
|---|---|
| Regular Board Meeting   | January 14, 2014, Tuesday, 1:00 p.m.<br>Location: Prescott Campus–Rock House                      |
| Regular Board Meeting and Budget Work Session                   | February 4, 2014, Tuesday, 1:00 p.m.<br>Location: Prescott Campus-Rock House                      |
| Regular Board Meeting   | March 4, 2014, Tuesday, 1:00 p.m. *<br>Location: Sedona   |
| Regular Board Meeting   | April 15, 2014, Tuesday, 1:00 p.m.*<br>Location: Prescott Campus-Rock House                       |
| Northern Arizona Regional Training Academy (NARTA) Commencement | May 8, 2014, Thursday<br>Location: Prescott Campus - Performance Hall                             |
| Verde Valley Commencement                                       | May 9, 2014, Friday<br>Location: Verde Valley Campus  |
| Nursing Pinning Ceremony  | May 10, 2014, Saturday<br>Location: Prescott Campus - Performance Hall                            |
| Prescott Commencement   | May 10, 2014, Saturday<br>Location: Prescott Campus - Performance Hall                            |
| Regular Board Meeting   | May 13, 2014, Tuesday, 1:00 p.m.<br>Location: Career & Technical Education Center (CTEC) Room 144 |
| Regular Board Meeting   | June 10, 2014, Tuesday, 1:00 p.m.<br>Location: Prescott Campus-Rock House                         |
| <b>JULY 2014 – NO BOARD MEETING</b>                             |   |
| Regular Board Meeting   | August 12, 2014, Tuesday, 1:00 p.m.<br>Location: Prescott Campus-Rock House                       |
| Board Retreat - Strategic Planning                              | September 8, 2014, Monday - TBD<br>Location:  |
| Regular Board Meeting   | September 9, 2014, Tuesday, 1:00 p.m.<br>Location:  |
| Regular Board Meeting   | October 14, 2014, Tuesday, 1:00 p.m.<br>Location: Chino Valley Agribusiness Center Room 120 & 121 |
| Regular Board Meeting   | November 11, 2014, Tuesday, 1:00 p.m.<br>Location:  |
| Northern Arizona Regional Training Academy (NARTA) Commencement | December 2014 - TBD<br>Location: Prescott Campus - Performance Hall                               |
| Nursing Pinning Ceremony  | December 2014 - TBD<br>Location: Prescott Campus - Performance Hall                               |
| Annual Board Retreat  | December 2014 - TBD<br>Location: Prescott Campus – Rock House                                     |
| Regular Board Meeting   | December 9, 2014, Tuesday, 1:00 p.m.<br>Location: Prescott Campus – Rock House                    |

\* **February 4, 2014 (First Tuesday of the Month) changed due to out of state conferences**

\* **March 4, 2014 (First Tuesday of the Month) changed due to Spring Break scheduled for March 10<sup>th</sup> – 14<sup>th</sup>**

\* **April 15, 2013 (Third Tuesday of the Month) - Mr. Sigafos is requesting third Tuesday of the month, due to his tax season workload.**

**Presenter :** Ray Sigafoos

**Start Time :** 4:03 PM

**Item No :** 32

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 12/17/2013

**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. | 26041  |

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

**Details :**

**Attachments :**

No Attachments