

**Regular Board Meeting
Agenda Summary
Tuesday, February 03, 2015
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	552809
2	Call to Order - PROCEDURAL	0	1:00 PM	552810
3	Pledge of Allegiance - PROCEDURAL	1	1:00 PM	552811
4	Welcome to Guests and Staff - PROCEDURAL	1	1:01 PM	552812
5	Approval of January 13, 2015 District Governing Board Regular Meeting Minutes - DISCUSSION AND/OR DECISION	3	1:02 PM	552814
6	Adoption of Agenda - DECISION	1	1:05 PM	552815
7	Open Call - PROCEDURAL	10	1:06 PM	552816
8	CONSENT AGENDA - HEADING	0	1:16 PM	552817
9	Receipt of Report on Revenues and Expenditures - January 2015 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:16 PM	552818
10	Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation - January 2015 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:17 PM	552819

Item No.	Item	Time Req.	Start Time	Ref No.
11	Receipt of President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:18 PM	552820
12	For Consideration For Approval of the First Amendment to the Intergovernmental Agreement Between the City of Prescott and Yavapai College Joint Use Agreement Regarding Public Use of the Tennis Courts - RECEIPT, DISCUSSION AND/OR DECISION	1	1:19 PM	555260
13	For Consideration For Approval of Curriculum Proposals to Add New Certificate Programs for Bookkeeping Certificate; Advanced Bookkeeping Certificate; and Basic Tax Certificate - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:20 PM	552821
14	INFORMATION - HEADING	0	1:21 PM	552822
15	Receipt of the Independent Auditors' Report on Internal Controls and the Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ended June 30, 2014 - INFORMATION AND/OR DISCUSSION	15	1:21 PM	554908
16	Sabbatical Report From Joy D'Angelo, Professor of Business and Program Director of Fast-Track Management Program - INFORMATION AND/OR DISCUSSION	15	1:36 PM	553460
17	Information from the President to Include: Community Outreach Newsletter; Yavapai College Dashboard Article in "Business Officer"; FY 2014 Financial Review; Arts and Humanities Program; On-Site Career and Technical Education Civil Rights Compliance Review; Verde Valley Executive Dean's Advisory Committee Update; College Highlights; Facilities Management News; and Other Related Issues - INFORMATION AND/OR DISCUSSION	25	1:51 PM	552823
18	Information from Instruction and Student Services to Include: Announcement of New Dean for Student Development; Reports from Faculty Senate; Student Leadership Council; Spring 2015 Enrollment Update; and Other Related Information - INFORMATION AND/OR DISCUSSION	30	2:16 PM	552824
19	SHORT RECESS - PROCEDURAL	10	2:46 PM	552826
20	MONITORING REPORTS - HEADING	0	2:56 PM	552827
21	Receipt of President's Monitoring Report - Executive Limitation 2.3.3 - Certification Financial Records - MONITOR, DISCUSSION, AND DECISION	5	2:56 PM	552828
22	Board Self-Evaluation - Governance Process Policy 3.3 - Board Member Code of Conduct and Ethics - MONITORING AND DISCUSSION	5	3:01 PM	552829
23	POLICY ISSUES - HEADING	0	3:06 PM	552830
24	Preliminary Capital Budget Presentation FY 2015-2016 - INFORMATION, DISCUSSION, AND/OR DECISION	45	3:06 PM	552831
25	BOARD EDUCATION/STRATEGIC THINKING AND PLANNING - HEADING	0	3:51 PM	557085
26	Executive Limitations - Policy 2.6 - Presidential Continuity and Absences - INFORMATION, DISCUSSION, AND/OR DECISION	10	3:51 PM	557086
27	OWNERSHIP LINKAGE - HEADING	0	4:01 PM	552832

Item No.	Item	Time Req.	Start Time	Ref No.
28	Review and Summary of the February 3, 2015 Board Retreat - INFORMATION, DISCUSSION, AND/OR DECISION	15	4:01 PM	557149
29	Review of Completed Board Members' 2015 Annual Conflict of Interest Forms - INFORMATION AND DISCUSSION	10	4:16 PM	552833
30	Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB); Verde Valley Board Advisory Committee (VVBAC); and Yavapai College Foundation - INFORMATION AND/OR DISCUSSION	5	4:26 PM	552835
31	OTHER INFORMATION - HEADING	0	4:31 PM	552836
32	Correspondence to the Board - RECEIPT	5	4:31 PM	552837
33	Proposed Dates and Places of Future Meetings for 2015 - DISCUSSION AND/OR DECISION	5	4:36 PM	552838
34	ADJOURNMENT OF REGULAR MEETING - PROCEDURAL	1	4:41 PM	552839

Presenter : Patricia McCarver

Start Time : 1:00 PM

Item No : 1

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/14/2015

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 : CALL TO ORDER - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver

Start Time : 1:00 PM

Item No : 2

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/14/2015

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 : Call to Order - PROCEDURAL

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/14/2015

Start Time : 1:00 PM
Time Req : 1
Item Type : Procedure Item

Item No : 3

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.	26041

Description : Pledge of Allegiance - PROCEDURAL

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/14/2015

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

Item No : 4

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.	26041

Description : Welcome to Guests and Staff - PROCEDURAL

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/14/2015

Start Time : 1:02 PM
Time Req : 3
Item Type : Decision Item

Item No : 5

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 January 13, 2015 District Governing Board Regular Meeting Minutes - DISCUSSION AND/OR DECISION

Details : To affirm discussion and record of actions and motions made and approved by the District Governing Board at the January 13, 2015 Regular District Governing Board Meeting. As part of the Board Agenda, the record and 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 the 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.

Attachments :

Title	Created	Filename
Unapproved Regular Meeting Minutes -1-13-15.pdf	Jan 30, 2015	Unapproved Regular Meeting Minutes - 1-13-15.pdf



Yavapai College District Governing Board

Regular Board Meeting Unapproved Minutes of Regular Meeting Tuesday, January 13, 2015 1:00 PM

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

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

Members Present:

Mr. Ray Sigafoos, Chair
Mr. Albert Filardo, Board Member
Ms. Deb McCasland, Board Member

Dr. Patricia McCarver, Secretary
Mr. Steve Irwin, Board Member

Administration Present:

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

Lynne Adams, Board Attorney

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. Filardo.

4. Welcome to Guests and Staff – PROCEDURAL

Chair Sigafoos welcomed all guests and staff.

5. Oath of Office - Administered to Board Members: Dr. Patricia McCarver; Mr. Albert Filardo; Ms. Deb McCasland; and Mr. Steve Irwin - PROCEDURAL

Mr. Tim Carter, Yavapai County School Superintendent, announced the following appointments and administer the Oath of Office to the following Yavapai College District Governing Board members.

- Re-election of Dr. Patricia McCarver, Yavapai College Board Representative for District 4. This 6-year term is from January 1, 2015 through December 31, 2020.
- Re-election of Mr. Albert Filardo, Yavapai College Board Representative for District 3. This 4-year term is from January 1, 2015 through December 31, 2018.
- Election of Ms. Deb McCasland, Yavapai College Board Representative for District 2. This 2-year term is from January 1, 2015 through December 31, 2016.
- Election of Mr. Steve Irwin, Yavapai College Board Representative for District 5. This 6-year term is from January 1, 2015 through December 31, 2020.

6. Approval of District Governing Board December 9, 2014 Regular Meeting - DISCUSSION AND/OR DECISION

Dr. McCarver moved, seconded by Mr. Filardo, to approve the District Governing Board December 9, 2014 Meeting Minutes. Motion carried unanimously.

7. Adoption of Agenda – DECISION

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

8. OWNERSHIP LINKAGE - HEADING

9. Election of Board Officers - Chair, Secretary, and Board Member Liaison Committee Appointments for 2015 - DISCUSSION AND/OR DECISION

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 second year of their two-year term in these executive roles. The Board elected a new Chair and Secretary as follows:

Mr. Sigafoos moved, Ms. McCasland seconded, in accordance with A.R.S §15-1443(B) that the Board elect Dr. McCarver the Board Chair for the 2015 term. Motion carried unanimously.

Ms. McCasland moved, Mr. Filardo seconded, in accordance with A.R.S §15-1443(B) that the Board elect Mr. Irwin the Board Secretary for the 2015 term. Motion carried unanimously.

Dr. McCarver, Chair appointed Board Liaisons for one-year terms for the following committees:

- Yavapai Foundation Liaison – Dr. Patricia McCarver
- Arizona Association for District Governing Boards Representative – Mr. Sigafoos and Ms. McCasland as the alternate

- Association of Community College Trustee (ACCT) – Mr. Sigafos and Ms. McCasland as the alternate
- Verde Valley Board Advisory Committee (VVBAC) – Mr. Al Filardo
- Board Spokesperson – Dr. Patricia McCarver

10. Open Call - PROCEDURAL

The following requests were received to address the Board regarding:
Ruth Wicks – Verde Valley Campus Spring 2003 Class Schedule

11. CONSENT AGENDA – HEADING

12. Receipt of Report on Revenues and Expenditures – Month of December 2014 - RECEIPT, DISCUSSION, AND/OR DECISION (refer to Board agenda, pgs. 14- 25)

13. Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation – December 2014 - RECEIPT, DISCUSSION, AND/OR DECISION (refer to Board agenda, pgs. 26-28)

The President reported compliance.

14. Receipt of President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves – December 2014 - RECEIPT, DISCUSSION, AND/OR DECISION (refer to Board agenda, pgs. 29-31)

The President reported compliance.

15. For Consideration for Approval of New Curriculum Proposals: Culinary Arts Fundamentals Certificate; Enology Certificate; Hotel and Restaurant Certificate; Integrated Systems Engineering Technician Certificate - RECEIPT, DISCUSSION, AND/OR DECISION (refer to Board agenda, pgs. 32-71)

For Consideration for Approval of New Curriculum Proposals for the following programs:

- Culinary Arts Fundamentals Certificate
- Enology Certificate
- Hotel and Restaurant Certificate
- Integrated Systems Engineering Technician Certificate

Removed Approval of New Curriculum Proposals from the Consent Agenda for further discussion.

16. Approval of Faculty Sabbatical Requests for 2015-2016 for Cynthia DeCecco, Richard Peters, and N. Mark Shelley - RECEIPT, DISCUSSION, AND/OR DECISION (refer to Board agenda, pgs. 72-111)

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

Three faculty members applied for a Sabbatical leave during FY 2015-2016 semesters. Applications were reviewed and prioritized by the Division Dean, Professional Growth Committee, Vice President for Instruction and Student Services, and the President. Upon review of available funding and prioritizing, the College will recommend that the District Governing Board approve the support of all three (3) requests.

1. Cynthia DeCecco, Arts and Humanities Division, requests a sabbatical leave for Spring Semester 2016, to study the creation of inventive copper sculpture from master Roman metalsmiths and sculptors. This sabbatical will expand student curriculum and knowledge, in addition to providing inventive forms to be presented in an exhibit at the Yavapai College Art Gallery to be enjoyed by students, faculty, administration, staff, and community members.
2. Richard Peters, CTEC Electronics Division, requests a sabbatical leave for Spring Semester 2016, to pursue a Master's in Electronic Engineering. This sabbatical will allow Mr. Peters to complete a Masters in Electronic Engineering, improve curriculum, and progress as an effective technology educator.
3. N. Mark Shelley, Social, Behavioral, & Organizational Sciences Division, requests a sabbatical leave for Fall Semester 2015, to research the impact of personal mobile technology on student success. Mr. Shelley will analyze quantitative and qualitative data to identify behavior of technology dependence and create strategies to help students manage these behaviors to promote student success. Mr. Shelley will be sharing his research findings through student courses, faculty speaking series, and proposed publication in a scholarly journal.

Mr. Filardo moved, seconded by Mr. Sigafos, to approve the consent agenda as presented with the exception and removal of item #15. Motion carried unanimously.

15. For Consideration for Approval of New Curriculum Proposals: Culinary Arts Fundamentals Certificate; Enology Certificate; Hotel and Restaurant Certificate; Integrated Systems Engineering Technician Certificate - RECEIPT, DISCUSSION, AND/OR DECISION (refer to Board agenda, pgs. 32-71)

For Consideration for Approval of New Curriculum Proposals for the following programs:

- Culinary Arts Fundamentals Certificate
- Enology Certificate
- Hotel and Restaurant Certificate
- Integrated Systems Engineering Technician Certificate

Mr. Filardo requested additional information regarding how these programs will be offered and advertised county wide.

James Perey, Executive Dean of the Verde Valley Campus provided additional information regarding feasibility study and analysis to establish the culinary and hotel restaurant certificates. The culinary programs will be launched at the Camp Verde High School teaching kitchen and currently meeting with both MIJTED and VACTE to pursue dual

enrollment. The hospitality program is being coordinated with Sedona Lodging and NAU, and will also be offered on-line. All programs will continue to be evaluated for expansion or adjustments. Based upon the Board's approval of this proposal, a marketing plan will be developed to promote all programs.

Mr. Sigafos moved, seconded by Mr. Filardo, to approve the new curriculum proposals as written. Motion carried unanimously.

17. INFORMATION - HEADING

18. Information from the President to Include: Spring 2015 Convocation; Taste of YC; Strategic Initiatives; Government Institute for Student Success (GISS-AZ); Yavapai College Trust Quarterly Report; College Highlights; Facilities Management News; and Other Related Issues - INFORMATION AND/OR DISCUSSION

(refer to Board agenda, pgs. 113 – 130)

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

- Spring 2015 Convocation was presented to the College via video recording available on the college website.
- Taste of YC was held on January 8, 2015, which is a fund raiser for the Roger Runyan staff scholarship.
- Strategic Initiatives - Tom Hughes, Director for Institutional Effectiveness and Research, provided an update of phase 1 of the new three year planning process which included an environmental scan, national/state/local educational trends, and strengths, weaknesses, opportunities, and threats (SWOT) analysis. The committee is comprised of 23 members from faculty, staff, and students. The committee will continue to provide updates at the YC Strategic Initiative webpage <http://www.yc.edu/v5content/strategic-planning/>.
- Government Institute for Student Success (GISS-AZ) - April 10-11, 2015 at Maricopa Community College in Phoenix. Dr. McCarver is tentatively planning to attend the workshop.
- Yavapai College Trust Quarterly Report - Frank D'Angelo, Controller, reported the Combined Trust quarterly meeting highlighted discussion of two major agenda items to include surplus in reserves and preliminary premium amounts for 2015-2016.

The Board requested to receive the Yavapai Combined Trust Summary, reporting period: July 2014 - June 2015.

- College Highlights - December 2014 - Attached - Information Only

- Facilities Management News- Attached - Information Only

19. Information from the Vice President for Instruction and Student Services to Include updates from the Following Areas: Faculty Senate Update; Computer Technologies and Instructional Support; Adjunct Advisor, and Other Related Issues - INFORMATION AND/OR DISCUSSION (refer to Board agenda, pgs. 31-151)

Instruction and Student Services Division presented an update on the following:

- Information regarding Faculty Senate, Faculty Association, and committee updates -Vikki Bentz, Faculty Senate President, welcomed the new Board members and thanked all members for their service. Brent Roberts, Tara O'Neil, and George Jean-Babets presented the YC Civic Engagements and Service Learning program.
- Computer Technologies and Instructional Support - Stacey Hilton, Dean, presented the current TeLS projects for this semester.
- Adjunct Advisor January 2015 - Attached, Information only

20. POLICY ISSUES - HEADING

21. Consideration of Preliminary Assumptions for 2015-2016 Budget Planning - DISCUSSION AND/OR DECISION (refer to Board agenda, pgs. 151-186)

Dr. Clint Ewell, Vice President for Finance and Administrative Services, presented to the District Governing Board preliminary assumptions for the Fiscal Year Ending June 30, 2016. The presentation began with a review of the budget timeline, college mission, and the Board Ends followed by county demographics and YC enrollment that included:

- 75% of the property in Yavapai County is not taxable
- Top 10 industry sectors with wages
- Job growth forecast
- YC Programs that correlation to industry and job growth
- 2010 population density map
- Enrollment declined since 2011 due to cuts in scholarships, athletic programs, nursing, and adjustments to other programs

Dr. Ewell provided a reviewed of past budget information to include expenditure, restricted and unrestricted revenues and benchmark results. Dr. Ewell closed the presentation with preliminary assumptions of expenses and revenues.

The Board requested to review the enrollment growth data by location.

The Board requested to review the Board Ends and that the College's Strategic Initiatives are consistent with any revisions of the Board Ends.

22. SHORT RECESS – PROCEDURAL

Meeting recessed at 3:06 p.m.; reconvened at 3:21 p.m.

23. MONITORING REPORTS – HEADING

24. 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 (refer to Board agenda, pgs. 186-190)

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.

Mr. Filardo moved, seconded by Mr. Sigafos that we have read the President's Monitoring Report regarding Policy 2.5 and 2.5.1, and believe that the interpretation of these policies provided are reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with these policies. Therefore, I move that we accept the Monitoring Report for Policy 2.5 and 2.5.1. Motion carried with four Yes votes and one No vote.

25. Receipt of President's Monitoring Report - Executive Limitations - 2.6 Presidential Continuity and Absences - MONITORING, DISCUSSION, AND/OR DECISION (refer to Board agenda, pgs. 191-194)

2.6 Presidential Continuity and Absences

The President shall not fail to appoint a College Vice President to act in the President's place when the President is absent or unavailable and to communicate necessary information about the absence and individual empowered to act to the Chair of the District Governing Board prior to the absence.

Mr. Sigafos moved, seconded by Mr. Filardo, that we have read the President's Monitoring Report regarding Policy 2.6 and believe that the interpretation of this policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with this policy. Therefore, I move that we accept the Monitoring Report for Policy 2.6. Motion carried unanimously.

Board requested this policy be reviewed at the February District Governing Board meeting for a possible revision that would include all Board members to be notified.

26. Board Self-Evaluation Governance Policy 3.1 - Governing Style - MONITORING, DISCUSSION AND/OR DECISION (refer to Board agenda, pgs. 195-198)

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

Comments included:

As a new Board member I do not have enough information at this time to answer these questions.

I see no evidence of the Board being mindful of its civic trusteeship obligations to all the owners of its District.

Board requested this policy be reviewed at the February District Governing Board meeting for possible revision.

27. Board Self-Evaluation Governance Policy 3.7 - Cost of Governance - MONITORING, DISCUSSION AND/OR DECISION (refer to Board agenda, pgs. 199-200)

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.

Comments included:

As a new board member I don't have enough information to answer these questions.

The board has a modest budget and reviews it monthly. The new budget is developed during the annual budgeting process and needs are discussed with the board as a whole.

28. BOARD EDUCATION / STRATEGIC THINKING AND PLANNING - HEADING

29. Board Education regarding Open Meeting Law, Ethics, and Conflict of Interest Declaration - INFORMATION AND DISCUSSION (refer to Board agenda, pgs. 202-243)

Lynne Adams, District Governing Board Counsel, provided Board Education related to Open Meeting Law for Board members, with particular emphasis on ethics and 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, 2015. The Conflict of Interest forms will be shared and reviewed by all Board members at the February 3, 2015 Regular Board meeting. This form shall be kept in a file maintained by the College and which shall be open to the public

30. OWNERSHIP LINKAGE (CONTINUED) - HEADING

31. Reports from Board Liaisons - Yavapai College Foundation and Verde Valley Board Advisory Committee (VVBAC)– INFORMATION AND/OR DISCUSSION

- Yavapai College Foundation - Dr. Patricia McCarver reported that the December Holiday meeting included the Foundation annual results and the next meeting will be January 14, 2015.

- Verde Valley Board Advisory Committee (VVBAC) - Mr. Al Filardo reported that the January 7, 2015 was cancelled and the VVBAC Chair requested a meeting with the District Governing Board Chair and Liaison. The next meeting will be January 21, 2015.

32. OTHER INFORMATION – HEADING

33. Correspondence to the Board – RECEIPT

Correspondence received included: Greater Prescott Area Prayer Breakfast invitation; Verde Independent article re: YC transit helps YC students; West Yavapai Guidance Clinic Foundation information letter; Osher LifeLong Learning Spring 2015 catalog; Communication Education Spring 2015 catalog; and Performing Art Center 2014-2015 schedule.

34. Proposed Dates and Places of Future Meetings for 2015 - DISCUSSION AND/OR DECISION (refer to Board agenda, pgs. 246-250).

The Board discussed proposed meetings, dates, times, and locations for 2015 District Governing Board meetings. Upcoming Conferences:

- Association for Community College Trustees (ACCT) - February 9, 2015 in Washington D.C.
- Government Institute for Student Success (GISS-AZ) - April 10-11, 2015 at Maricopa Community College in Phoenix – Tentative attendance Dr. McCarver
- International Policy Governance Association (IPGA) - June 18-20, 2015 in Vancouver, Canada – Mr. Sigafos will be attending.

35. ADJOURNMENT OF REGULAR MEETING - PROCEDURAL

Mr. Sigafos moved, seconded by Mr. Filardo to adjourn the meeting. Motion carried unanimously.

Regular meeting adjourned at 4:45 p.m.

Respectfully submitted:

_____/S/
Ms. Karen Jones, Recording Secretary

Date: February 3, 2015

_____/S/
Dr. Patricia McCarver, Chair

_____/S/
Mr. Steve Irwin, Secretary

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

Presenter : Patricia McCarver **Start Time :** 1:05 PM **Item No :** 6
Proposed By : Patricia McCarver **Time Req :** 1
Proposed : 1/14/2015 **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 : Adoption of Agenda - DECISION

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver **Start Time :** 1:06 PM **Item No :** 7
Proposed By : Patricia McCarver **Time Req :** 10
Proposed : 1/14/2015 **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 : Open Call - PROCEDURAL

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

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

Attachments :

No Attachments

Presenter : Patricia McCarver

Start Time : 1:16 PM

Item No : 8

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/14/2015

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 : Patricia McCarver

Start Time : 1:16 PM

Item No : 9

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/14/2015

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 - January 2015 - 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 Revenue and Expenditures for the seventh month of FY 2014 -2015 ending January 31, 2015 is attached. Expenditures are reported on the modified accrual basis of accounting.

Attachments :

Title	Created	Filename
Financial Update - Jan 2015 in Feb.pdf	Jan 29, 2015	Financial Update - Jan 2015 in Feb.pdf
YCFS Jan 2015 - Governing Board Budget Report.pdf	Jan 29, 2015	YCFS Jan 2015 - Governing Board Budget Report.pdf
Revenues__Expenditures_Cover_Sheet_Jan in Feb.pdf	Jan 29, 2015	Revenues__Expenditures_Cover_Sheet_Jan in Feb.pdf
YCFS Jan 2015_Summary.pdf	Jan 29, 2015	YCFS Jan 2015_Summary.pdf

YAVAPAI COLLEGE

FINANCIAL UPDATE

January 2015

FY2013-2014 Close and Audit

- The year-end close for FY2013-2014 was completed in November 2014.
- The auditors began their field work on October 20, 2014. The audit report (Comprehensive Annual Financial Report) was issued in mid-December 2014 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 FY2013-2014 will be discussed with the Board in February 2015.

FY 2014-2015 Budget

General Fund

- Total property taxes collected have historically been approximately .4% less than the levy. We expect this trend to continue. In addition, for FY 2014-2015, **YC's collections will be an additional .3% less as a result of a downward adjustment made to Transwestern Pipeline's centrally assessed values.**
- Tuition and fees is projected to be \$150,000 under budget for the fiscal year due to lower than projected enrollments.
- Expenditures are expected to come in under budget for the fiscal year due to vacancy savings and unused contingency budgets.

Auxiliary Fund

- Auxiliary Enterprises, which are those areas meant to be self-sufficient, are projected to be on budget for the fiscal year.

Unexpended Plant Fund

- Property taxes collected **will be below the District's levy due to the same reasons as described above for the General Fund.**
- The Unexpended Plant Fund currently has a deficit due to a significant amount of Equipment, Preventative Maintenance and Capital Improvement Projects (CIP) being encumbered for the fiscal year. The supporting revenues to cover most of this deficit will be received over the remaining fiscal year.
- CIP is projected to be over budget for the fiscal year due to work related to the renovations of buildings one, three, and CTEC being shifted from fiscal year 2015-16 to 2014-15. This work shift is necessary in order for the renovations to be completed by the beginning of the fall 2015 semester. The two-year net financial impact **to the District is zero, as next year's budget will be reduced by an offsetting amount.** In other words, the total project costs remain the same, but the expenses are incurred sooner.

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

**For the Seven Months Ended January 31, 2015
Fiscal Year 2014-2015**

District Governing Board

Fiscal Year 2014-15 Appropriation:

\$ 166,256

		Year-to-Date	Encumbered	Total
	Purpose	Expenditures	Obligations	Expenditures/ Encumbrances
EXPENDITURES (note 1):				
Salary Expenses	Staff Support	\$ 21,087	\$ 12,474	\$ 33,561
Assoc. of Community College Trustees	Membership Dues	5,422	-	5,422
Assoc. of Community College Trustees	Conference Fees	4,175	-	4,175
Dale Fitzner	Travel	2,249	-	2,249
Karen Jones	Travel	108	-	108
Larson Newspapers (Red Rock News)	Advertising	559	-	559
Osborn Maledon PA	Attorneys	9,109	29,392	38,501
Ourboardroom Technologies	Software maintenance	18,500	-	18,500
Out of the Woods Consulting	Consulting	9,295	5,855	15,370
Penelope Wills	Travel	2,035	-	2,035
Prescott Comm Access Channel	Membership Dues	135	-	135
Prescott Newspapers, Inc.	Advertising	2,592	-	2,592
Ray Sigafoos	Travel	1,790	-	1,790
Roswell Bookbinding	Board Minutes	294	1,206	1,500
Sodexo Inc.	Food Supplies	1,106	3,894	5,000
Supplies/Other	Various Vendors	458	-	458
Thee Place	Food Supplies	197	1,527	1,724
Yavapai Broadcasting	Board Meetings	1,250	1,750	3,000
YC Printing Services	Printing	1,918	-	1,918
				<u>138,597</u>
<u>Verde Valley DGB Advisory Committee</u>				
Osborn Maledon PA	Attorneys	6,499	-	6,499
Thee Place	Food Supplies	276	-	276
				<u>6,775</u>
Remaining Budget - January 31, 2015				<u>\$ 20,884</u>

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

SUBJECT

Acceptance of Reports of Revenues and Expenditures

REASON FOR CONSIDERATION BY THE BOARD

The District Governing Board reviews the College financial reports.

BACKGROUND INFORMATION

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

The report of Revenues and Expenditures for the seven months of FY2015-2015 ending January 31, 2015, is attached. Expenditures are reported on the modified accrual basis of accounting.

The General Fund gross revenues exceed projections at 67.4% of budget. Tuition and fees revenues are 90.7% of budget reflecting a significant amount of spring 2015 semester enrollments. State aid for the third quarter of the fiscal year was received in October 2015. General Fund expenditures represent 56.7% of the budget through seven months. Institutional Support is over budget due to the encumbering of maintenance for software and equipment, advertising and professional fees, and supplies. Currently, General Fund revenues exceed expenditures/encumbrances by \$4,535,600.

Total General Fund revenues are expected to be below budget by about \$368,100. This is due to property tax collections being less than the levy and less tuition and fees. Property taxes collected have historically been about .4% less than the levy. We expect this trend to continue. In addition, for FY 2015-2015, **YC's collections will be an additional .3% less** as a result of a downward adjustment made to Transwestern **Pipeline's centrally assessed values**. Tuition and fees is projected to be under budget for the fiscal year due to lower than projected enrollments. General Fund expenditures are projected to be under budget by approximately \$829,600. This is a result of several factors including vacancy savings, unspent contingency funds 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. Through the seventh month, 53.5% of budget has been committed compared to 70.6% of revenues received. Residence Halls and Summer Conferences revenues are at 88.8% of budget reflecting spring 2015 semester room payments. Edventures revenues are at 158.7% of budget due to the October 2015 Spain trip exceeding projections. Lastly, the Regional Economic Development Center-Training revenue is significantly under budget, however, expenditures are under budget as well and a small net surplus is expected for the fiscal year.

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

CIP is projected to be over budget for the fiscal year due to work related to the renovations of buildings one, three, and CTEC being shifted from fiscal year 2015-16 to 2015-15. The two-year net financial impact to the District is zero, as next **year's budget will be reduced by an offsetting amount. In other words**, the total project costs remain the same, but the expenses are incurred sooner.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended January 31, 2015 - 58.3% of the Fiscal Year Complete

Fiscal Year 2014-2015

GENERAL FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 14/15 Budget</u>	<u>Percent of Budget</u>	<u>FY 14/15 Estimate</u>	<u>Budget to Estimate Variance</u>
REVENUES:							
Primary Property Taxes	\$ 18,037,446		\$ 18,037,446	\$ 31,155,000	57.9%	\$ 30,936,900	\$ (218,100)
Tuition and Fees	10,765,142		10,765,142	11,867,000	90.7%	11,717,000	(150,000)
State Appropriations	665,250		665,250	887,000	75.0%	887,000	-
Other Revenues	230,757		230,757	458,500	50.3%	458,500	-
Interest Income	32,717		32,717	35,000	93.5%	35,000	-
Fund Balance Applied to Budget	1,941,333		1,941,333	3,328,000	58.3%	3,328,000	-
General Fund Transfer Out	(3,227,875)		(3,227,875)	(5,533,500)	58.3%	(5,533,500)	-
TOTAL REVENUES	28,444,770		28,444,770	42,197,000	67.4%	41,828,900	(368,100)

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 14/15 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 14/15 Estimate</u>	<u>Budget to Estimate Variance</u>
EXPENDITURES (note 1):								
Instruction	\$ 8,895,901	\$ 3,807,691	\$ 3,528,544	\$ 9,175,048	\$ 16,832,000	54.5%	\$ 16,714,176	\$ (117,784)
Academic Support	2,387,551	1,013,945	979,689	2,421,807	4,492,000	53.9%	4,465,048	(26,952)
Institutional Support	4,989,755	2,678,252	1,902,774	5,765,233	8,520,000	67.7%	8,468,844	(51,156)
Student Services	2,398,729	1,068,321	1,030,464	2,436,586	4,697,000	51.9%	4,650,030	(46,970)
Operation/Maintenance of Plant	2,979,406	1,342,097	1,038,786	3,282,717	6,123,000	53.6%	6,086,262	(36,738)
Scholarships	740,687	30,520	-	771,207	833,000	92.6%	833,000	-
Public Service	56,569	27,020	27,020	56,569	150,000	37.7%	150,000	-
Tuition Contingency	-	-	-	-	550,000	0.0%	-	(550,000)
TOTAL EXPENDITURES	22,448,598	9,967,846	8,507,277	23,909,167	42,197,000	56.7%	41,367,360	(829,600)
SURPLUS/(DEFICIT)				\$ 4,535,603	\$ -			

COMMENTS:

Third quarter State Aid was received in January 2015.

Tuition and Fees revenues above budget due to spring 2015 tuition payments.

Institutional Support expenditures above budget due to the encumbering of maintenance for software and equipment, advertising and other professional fees, and supplies.

Scholarships at 92.6% of budget due to spring 2015 financial aid awards.

The Budget currently has a surplus of \$4,535,603.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended January 31, 2015 - 58.3% of the Fiscal Year Complete

Fiscal Year 2014-2015

RESTRICTED FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
REVENUES:					
Federal Grants and Contracts	\$ 9,872,450		\$ 9,872,450	\$ 14,224,000	69.4%
State Grants and Contracts	88,859		88,859	225,000	39.5%
Private Gifts, Grants and Contracts	427,500		427,500	625,000	68.4%
Proposition 301 Funds	440,370		440,370	600,000	73.4%
State Appropriation - STEM Workforce	602,175		602,175	802,900	75.0%
Fund Balance Applied to Budget	-		-	50,000	0.0%
Reimbursement Due	127,946		127,946	N/A	N/A
TOTAL REVENUES	11,559,300		11,559,300	16,526,900	69.9%

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
EXPENDITURES (note 1):						
Instruction	\$ 1,386,939	\$ 431,923	\$ 311,297	\$ 1,507,565	\$ 3,294,900	45.8%
Academic Support	-	-	-	-	4,000	0.0%
Student Services	539,620	249,563	242,243	546,940	1,198,000	45.7%
Scholarships	9,364,941	-	-	9,364,941	11,890,000	78.8%
Public Service	69,405	19,730	19,730	69,405	140,000	49.6%
TOTAL EXPENDITURES	11,360,905	701,216	573,270	11,488,851	16,526,900	69.5%
SURPLUS/(DEFICIT)				\$ 70,449		

COMMENTS:

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

Scholarships at 78.8% of budget due to spring 2015 financial aid awards.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended January 31, 2015 - 58.3% of the Fiscal Year Complete

Fiscal Year 2014-2015

AUXILIARY FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 14/15 Budget</u>	<u>Percent of Budget</u>	<u>FY 14/15 Estimate</u>	<u>Budget to Estimate Variance</u>
REVENUES:							
Residence Halls and Summer Conferences	\$ 1,020,825		\$ 1,020,825	\$ 1,149,000	88.8%	\$ 1,149,000	\$ -
Bookstore Rental and Commissions	123,408		123,408	210,000	58.8%	210,000	-
Food Services Sales	19,285		19,285	40,000	48.2%	40,000	-
Vending	22,636		22,636	33,000	68.6%	33,000	-
Edventures	314,215		314,215	198,000	158.7%	290,000	92,000
Community Events	348,389		348,389	520,000	67.0%	520,000	-
Regional Economic Development Center - Training	27,808		27,808	136,200	20.4%	80,000	(56,200)
Family Enrichment Center	315,646		315,646	533,000	59.2%	533,000	-
Winery - Tasting Room	1,009		1,009	20,000	5.0%	20,000	-
Yavapai College Foundation	143,016		143,016	435,000	32.9%	435,000	-
Other	206,678		206,678	231,800	89.2%	231,800	-
Fund Balance Applied to Budget	116,667		116,667	200,000	58.3%	200,000	-
General Fund Transfer In	448,408		448,408	768,700	58.3%	768,700	-
Auxiliary Fund Transfer Out	(233,800)		(233,800)	(400,800)	58.3%	(400,800)	-
TOTAL REVENUES	2,874,190		2,874,190	4,073,900	70.6%	4,109,700	35,800

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 14/15 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 14/15 Estimate</u>	<u>Budget to Estimate Variance</u>
EXPENDITURES (note 1):								
Instruction	\$ 29,034	\$ 2,838	\$ -	\$ 31,872	\$ 49,100	64.9%	\$ 49,100	\$ -
Student Services	377,098	155,225	133,860	398,463	611,400	65.2%	611,400	-
Auxiliary Enterprises	743,336	227,560	188,717	782,179	1,346,000	58.1%	1,438,000	92,000
Public Service	433,070	160,863	121,571	472,362	1,016,100	46.5%	936,100	(80,000)
Facilities & Administrative Allocation Expense	494,258	-	-	494,258	951,300	52.0%	951,300	-
Contingency	-	-	-	-	100,000	0.0%	-	(100,000)
TOTAL EXPENDITURES	2,076,796	546,486	444,148	2,179,134	4,073,900	53.5%	3,985,900	(88,000)
SURPLUS/(DEFICIT)				\$ 695,056	\$ -			

COMMENTS:

Residence Halls and Summer Conferences revenues are above budget due to spring 2015 semester room payments.

Edventures sales and related expenditures are ahead of budget due to the October 2014 Spain trip exceeding projections. Note, Edventures expenditures are part of Auxiliary Enterprises.

Regional Economic Development Center - Training revenue is significantly under budget, however, expenditures are under budget as well. A small net surplus is expected for the fiscal year.

The Budget currently has a surplus of \$695,056.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended January 31, 2015 - 58.3% of the Fiscal Year Complete

Fiscal Year 2014-2015

UNEXPENDED PLANT FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>	<u>FY 14/15 Estimate</u>	<u>Budget to Estimate Variance</u>
REVENUES:							
Primary Property Taxes	\$ 5,848,611		\$ 5,848,611	\$ 10,098,800	57.9%	\$ 10,028,100	\$ (70,700)
Yavapai College Foundation Donation	-		-	325,000	0.0%	325,000	-
Investment Income	13,585		13,585	18,000	75.5%	25,000	7,000
Other	-		-	20,000	0.0%	10,000	(10,000)
General Fund Transfer In	1,941,333		1,941,333	3,328,000	58.3%	3,328,000	-
TOTAL REVENUES	7,803,529		7,803,529	13,789,800	56.6%	(150,015)	(150,015)

	<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>	<u>FY 14/15 Estimate</u>	<u>Budget to Estimate Variance</u>
EXPENDITURES (note 1):								
Preventative Maintenance	\$ 1,185,812	\$ 1,792,359	\$ -	\$ 2,978,171	\$ 3,020,000	98.6%	\$ 3,170,000	\$ 150,000
Unplanned Maintenance	106,836	75,174	-	182,010	500,000	36.4%	450,000	(50,000)
Capital Improvement Projects	2,011,424	7,723,856	-	9,735,280	6,781,900	143.5%	9,740,000	2,958,100
Capital Improvements - Future Projects	-	-	-	-	40,200	0.0%	-	(40,200)
Equipment	1,207,573	145,947	-	1,353,520	2,309,400	58.6%	2,100,000	(209,400)
Furniture and Fixtures	68,675	34,427	-	103,102	250,000	4.5%	250,000	-
Library Books	31,331	54,490	-	85,821	98,700	34.3%	98,000	(700)
Principal/Interest on Capital Leases	44,737	-	-	44,737	42,300	105.8%	44,737	2,437
Operating Contingency	-	-	-	-	500,000	0.0%	-	(500,000)
Property Tax Contingency	-	-	-	-	247,300	0.0%	-	(247,300)
TOTAL EXPENDITURES	4,656,388	9,826,253	-	14,482,641	13,789,800	105.0%	15,852,737	2,062,937
SURPLUS/(DEFICIT)				(6,679,112)	-			

COMMENTS:

The Budget currently has a deficit of \$6,679,112 as a result of several significant projects being encumbered for the fiscal year. Most of the supporting revenues/transfers will be received over the remaining fiscal year.

Total expenditures and encumbrances are currently at 105.0% of budget due to a significant amount of work related to the renovations of buildings 1, 3, and CTEC occurring prior to June 30, 2015, but being budgeted in the next fiscal year (2015-16). This work shift is necessary in order for the renovations to be completed by the beginning of the fall 2015 semester. The overall financial impact is zero as the fiscal year 2015-16 budget will be reduced accordingly.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended January 31, 2015 - 58.3% of the Fiscal Year Complete

Fiscal Year 2014-2015

DEBT SERVICE FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
REVENUES:					
Secondary Property Taxes	\$ 2,929,185		\$ 2,929,185	\$ 5,059,400	57.9%
Investment Income	6,323		6,323	10,000	63.2%
General Fund Transfer In	838,133		838,133	1,436,800	58.3%
Auxiliary Fund Transfer In	233,800		233,800	400,800	58.3%
Other Revenues	9,186		9,186	-	100.0%
TOTAL REVENUES	4,016,627		4,016,627	6,907,000	58.2%

	<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>
EXPENDITURES (note 1):						
General Obligation Bonds						
Principal Payments	\$ -	\$ 2,374,167	\$ -	\$ 2,374,167	\$ 4,070,000	58.3%
Interest Payments	482,700	80,450	-	563,150	965,400	58.3%
Pledged Revenue Obligations						
Principal Payments	-	551,250	-	551,250	945,000	58.3%
Interest Payments	245,840	41,043	-	286,883	491,800	58.3%
Revenue Bonds						
Principal Payments	-	166,250	-	166,250	285,000	58.3%
Interest Payments	57,881	9,669	-	67,550	115,800	58.3%
Bank Fees	1,300	1,033	-	2,333	4,000	58.3%
Property Tax Contingency	-	-	-	-	30,000	0.0%
TOTAL EXPENDITURES	787,721	3,223,862	-	4,011,583	6,907,000	58.1%
SURPLUS/(DEFICIT)				5,044	-	

COMMENTS:

Through the seventh month, 58.1% of budget has been committed (excluding labor encumbrances) compared to 58.2% of revenues received.

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

Presenter : Patricia McCarver

Start Time : 1:17 PM

Item No : 10

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/14/2015

Item Type : Consent Item

Policy No.	Description	Ref No
2.3.1	The President shall not fail to promptly inform the Board of Governors when there are materially significant deviations from the budget.	344132

Description : Receipt of President's Monthly Monitoring Report - Executive Limitation
2.3.1 - Budget Deviation - January 2015 - RECEIPT, DISCUSSION,
AND/OR DECISION

Details : Executive Limitation 2.3.1 - Budget Deviation
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
2.3.1 Monitoring Report Executive Limitations Jan in Feb.pdf	Jan 29, 2015	2.3.1 Monitoring Report Executive Limitations Jan in Feb.pdf

**Monitoring Report - Monthly
Executive Limitations Policy 2.3.1 – Budget Deviations
January 2015**

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 May/June for the upcoming year. As all of these projections are realized, the President will notify the Board of any material deviation of 5% or more variance for the individual funds. The college has established controls through Banner (e.g., approvals on requisitions, non-sufficient funds notifications, and fund security) to ensure early notification of any potential deviations. At all times, any budget transfers made between major funds may only be made within legal statutes and will require Board approval.

Supporting Evidence:

Source: Monthly Revenue and Expenditure Financial Reports

General Fund



For the seven months ended January 31, 2015, the General Fund has a surplus of \$4,535,600. This is primarily the result of tuition and fee revenues reflecting a significant portion of spring 2015 semester enrollments.

For the fiscal year ended June 30, 2015, General Fund revenues are projected to be below budget by \$368,100 and expenditures are projected to be under budget by \$829,600, resulting in a net surplus of \$461,500 — a 1.1% positive variance.

Auxiliary Fund



For the fiscal year ended June 30, 2015, the Auxiliary fund is projected to be within budget.

Unexpended Plant Fund



- The Unexpended Plant Fund is projected to be over budget this year due to the renovations of buildings one, three, and CTEC being completed sooner than originally anticipated. Expediting the projects by two months will allow the

renovations to be completed by the beginning of the fall 2015 semester, but will move the related expenses from next year to this year in the process.

- Funds in the Capital Accumulation account will be used to cover these expenses.
- The two-year net financial impact to the District is zero, **as next year's budget will** be reduced by an offsetting amount. In other words, the total project costs remain the same, but the expenses are incurred sooner.
- For the fiscal year ended June 30, 2015, Plant Fund expenditures are currently projected to be over budget by approximately \$2,062,900 or 15.0%. Expenditure projections are based upon estimates provided by contractors for the amount of work to be completed by June 30, 2015. Projections will be updated monthly based **upon contractor's progress and billings.**

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 January 31, 2015, 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 seven months ended January 31, 2015, there were no significant variances from budget.

President's Conclusion:

I report compliance.

Presenter : Patricia McCarver

Start Time : 1:18 PM

Item No : 11

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/14/2015

Item Type : Consent Item

Policy No.	Description	Ref No
2.3.2	The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Fund Reserves below \$1million without specific Board authorization and a realistic recovery plan.	344943

Description : Receipt of President's Monthly Monitoring Report: Executive Limitation
2.3.2 - Reserves - 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
2.3.2 Monitoring Report Executive Limitations Jan in Feb.pdf	Jan 29, 2015	2.3.2 Monitoring Report Executive Limitations Jan in Feb.pdf

**Monitoring Report - Monthly
Executive Limitations Policy 2.3.2 – Reserves
January 2015**

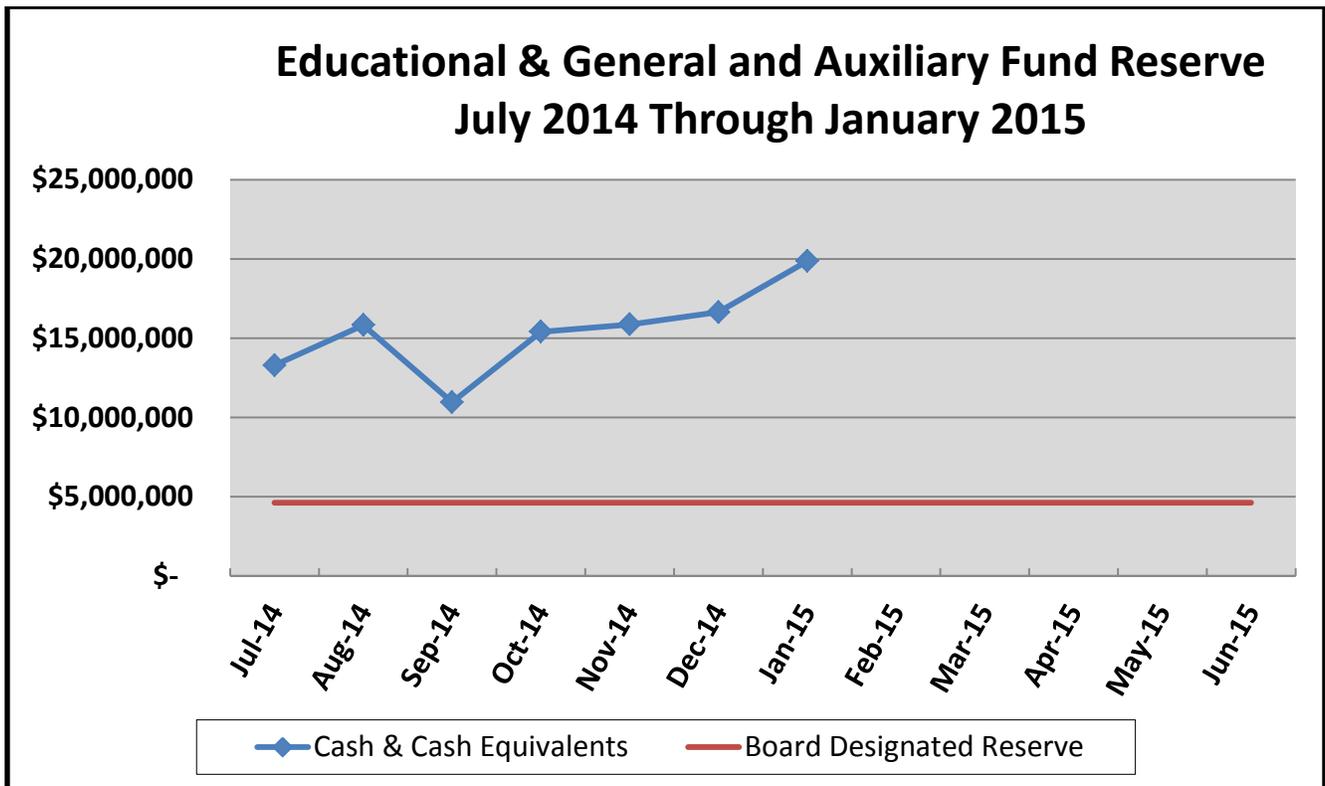
The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Fund Reserves below \$1 million without specific Board authorization and a realistic recovery plan.

President’s Interpretation:

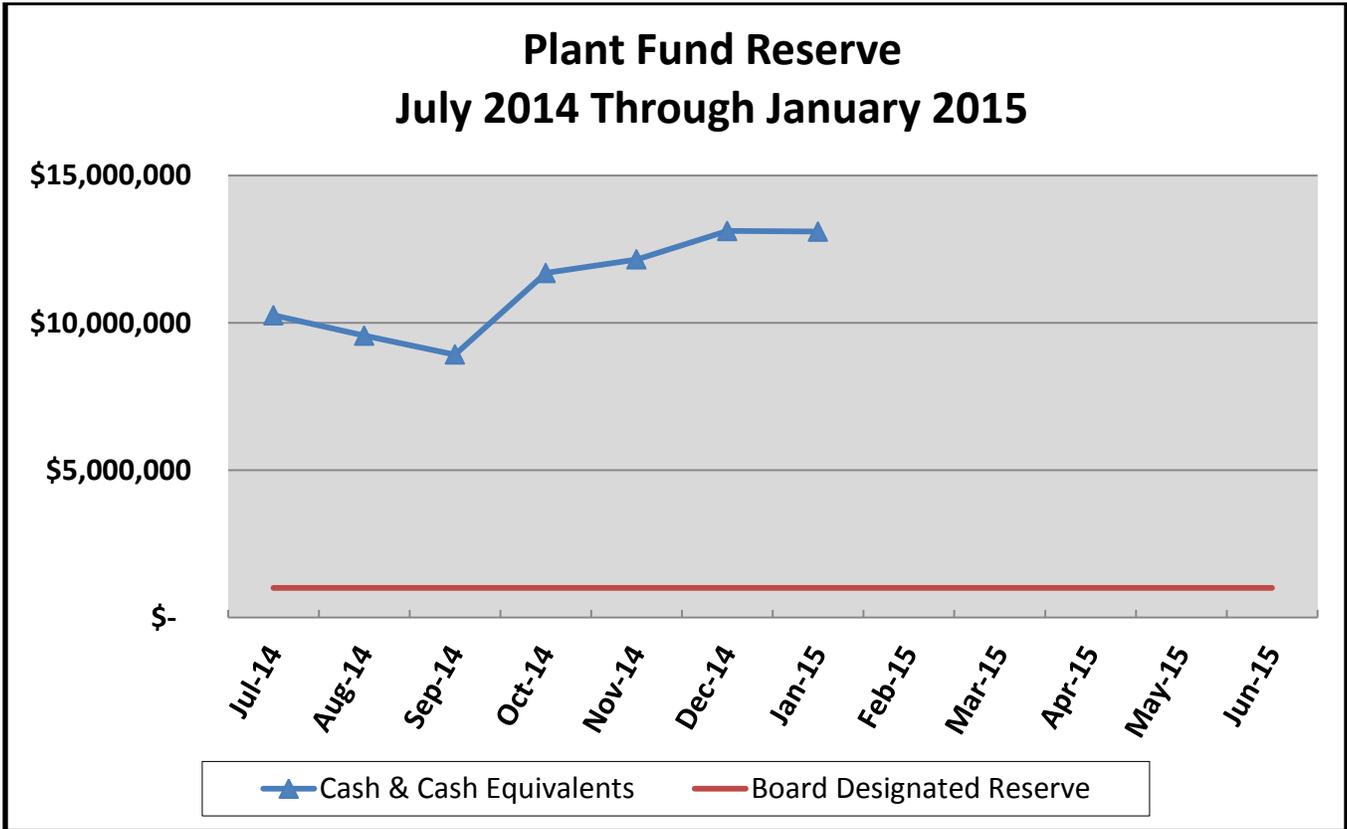
The Current Fund is a combination of the Operating Fund (Education and General) and the Auxiliary Fund. The budgets for these funds also include contingencies reserves to address unforeseen circumstances and seasonal revenues fluctuation. If the administration needs to adjust the Current Fund Reserves 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, 2014, through January 31, 2015, Current Fund reserves have exceeded the Governing Board’s designated reserve.



For the period July 1, 2014, through January 31, 2015, Plant Fund reserves have exceeded the Governing Board's designated reserve. As of January 31, 2015, Plant Fund reserves exceed the Governing Board's designated reserve amount by \$12,098,000.

President's Conclusion:

I report compliance.

Presenter : Patricia McCarver

Start Time : 1:19 PM

Item No : 12

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/22/2015

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">a) deal with items which the Board has delegated but is required to review or receive by relevant law or contract andb) to speed up the processing of Board decisions which the Chair believes the Board may not need further deliberation.	429146

Description : For Consideration For Approval of the First Amendment to the Intergovernmental Agreement Between the City of Prescott and Yavapai College Joint Use Agreement Regarding Public Use of the Tennis Courts - RECEIPT, DISCUSSION AND/OR DECISION

Details : For consideration for approval of the First Amendment to the Joint Use Agreement between the City of Prescott and Yavapai County Community College District regarding public use of the renovated tennis courts. The original agreement date of the intergovernmental agreement was May 24, 2011. The amendment, as outlined in a new paragraph 7 as indicated in Attachment A, addresses the agreement for use and maintenance of the tennis courts.

Attachments :

Title	Created	Filename
IGA City of Prescott Tennis Courts.pdf	Jan 26, 2015	IGA City of Prescott Tennis Courts.pdf
IGA YC & City of Prescott.pdf	Jan 30, 2015	IGA YC & City of Prescott.pdf

**AMENDMENT NO. 1 TO JOINT USE AGREEMENT
IGA BETWEEN CITY OF PRESCOTT AND YAVAPAI COUNTY COMMUNITY COLLEGE
DISTRICT
(CITY CONTRACT NO. 2011-447) AI**

This First Amendment to Joint Use Agreement – Intergovernmental Agreement (“Agreement”) is entered into by and between the City of Prescott, Arizona (“City”) and The Yavapai County Community College District (“College”).

Witnesseth:

Whereas, on May 24, 2011, the Parties entered into that certain Joint Use Agreement – Intergovernmental Agreement between the City of Prescott, Arizona and The Yavapai County Community College District for the purpose of sharing public facilities for the period from May 24, 2011 through May 24, 2016, and;

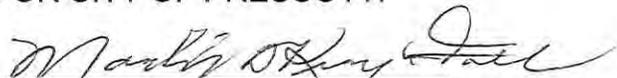
Whereas, the College has renovated its tennis courts, and both Parties wish to grant access to the public for use of the courts, and;

NOW, THEREFORE, IT IS MUTUALLY AGREED BY COLLEGE AND CITY THAT SAID AGREEMENT IS AMENDED AS FOLLOWS:

1. A new paragraph 7 shall be added in its entirety as indicated in attachment A.
2. Paragraphs 7, 8, and 9 shall be re-numbered to be 8, 9, and 10 as indicated in attachment A.
3. Except as expressly amended herein, the pricing, terms, and conditions set forth in said original agreement shall remain in full force and effect.

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE CAUSED THIS FIRST AMENDMENT TO AGREEMENT TO BE SIGNED ON THEIR BEHALF BY THEIR DULY AUTHORIZED REPRESENTATIVES.

FOR CITY OF PRESCOTT:



Hon. Marlin D. Kuykendall,
Mayor

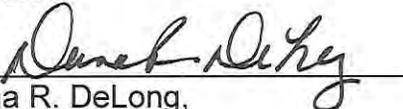
Date: 1-16-2015

FOR YAVAPAI COLLEGE:

By:
Title:

Date: _____

ATTEST:



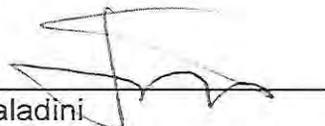
Dana R. DeLong,
City Clerk

ATTEST FOR YAVAPAI COLLEGE:

By:
Title:

ATTORNEY DETERMINATION

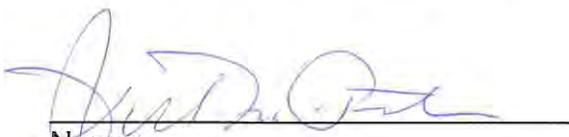
In accordance with the requirements of A.R.S. § 11-952(D), each of the undersigned attorneys acknowledges that: (1) he reviewed the above Agreement on behalf of his/her client; and, (2) as to his/her respective client only, each attorney has determined that this Agreement is in proper form and is within the powers and authority granted under the laws of the State of Arizona.



Jon M. Paladini

City Attorney for City of Prescott

Date: 1-16-15



Name:

Attorney for Yavapai College

Date: Jan. 23, 2015

ATTACHMENT A TO AMENDMENT NO. 1 (CITY CONTRACT NO. 2011-447)

7. Yavapai College Tennis Courts

The College will continue to be responsible for the maintenance, upkeep, and custodial needs of the tennis courts including parking areas, landscaping, and adjacent areas that are within the College's property boundary. The City will continue to be responsible for maintenance, upkeep and custodial needs for its property that abuts and is adjacent to the College property in the area of the tennis courts, e.g., Bill Vallely fields, restrooms, parking lots, etc.).

The College will pay for all related utilities for the Tennis courts.

The College will schedule use of the Tennis Courts, with College programs taking priority, and allowing frequent, daily use of the Court(s) by the citizens of Prescott and the general public for tennis related activities appropriate for such a facility. Such public use may require the assessment of nominal use fees to use the courts consistent with other College recreational facilities.

In the event of safety concerns such as inclement weather, maintenance or other issues, the College reserves the right to close the tennis courts until conditions improve adequately to reopen them as determined by the College.

8. Termination of agreement

This agreement is subject to termination upon mutual agreement of both Parties upon 180 days written notice. In the event that termination occurs during the middle of a season, the current season if any will allowed to be completed.

9. Renewal of Agreement

This agreement is renewable for one (1) additional five (5) year term if agreed upon in writing by both Parties. The College shall provide a written notice of its intention to renew ninety (90) days prior to the termination of the original term.

10. Miscellaneous provisions

- a. The uses granted herein shall apply only to the Parties herein, and are not assignable.
- b. The College shall accept the properties referred to in this agreement in their existing condition. No representations, statements or warranties, express or implied, have been made by or on behalf of Prescott as to the condition thereof. In no event shall Prescott be liable for any defect in such property or for any limitation on its use.

**JOINT USE AGREEMENT – INTERGOVERNMENTAL AGREEMENT
BETWEEN
YAVAPAI COMMUNITY COLLEGE DISTRICT
AND THE CITY OF PRESCOTT
TO SHARE PUBLIC FACILITIES**

The following Parties: the Governing Board of Yavapai County Community College District, doing business as Yavapai College, a community college district of the State of Arizona (hereinafter the "College"), Prescott campus, a comprehensive community college with a wide range of academic, vocational and community service programs and the City Council of the City of Prescott, a municipal corporation of the State of Arizona for and on behalf of the City Parks, Recreation and Library Department (hereinafter the "City"), which offers leisure services for the community, enter into a cooperative venture to share public facilities. The Parties agree that this cooperative venture is in the best interest of the College, the City and surrounding community.

This agreement becomes effective upon the final approval dates by the Yavapai Community College District Governing Board and the City Council of Prescott. The duration of this agreement shall be in effect for a minimum period of five (5) years with one opportunity for renewal for an additional five (5) years unless earlier terminated as provided for in Section 8 below.

The Parties agree to the following facilities joint use and maintenance requirements:

1. Roughrider Park Baseball Field

The College will schedule usage of the Roughrider Park Baseball Field (hereinafter the "Baseball Field") year-round. The City shall use the Baseball Field for programs and tournaments subject to availability and scheduling through the College.

The College will be responsible for all utility bills (including water), irrigation and mowing, locking/unlocking gates, scoreboard, and maintenance storage buildings.

Each entity will be responsible for general maintenance, such as trash removal, restroom cleaning or rental, field preparation, etc., limited to general maintenance incurred or necessitated by each Party's respective use of the Baseball Field during the period of time of their respective use.

2. Ken Lindley Field

The City will schedule the usage of Ken Lindley Field_(hereinafter “Soccer Field”) from August 1 through November 15 in accordance with the following conditions:

- a. The College will receive top priority in scheduling except when the City needs the softball facility to finish summer season and/or host national softball tournaments, which will require a typical softball set to remain in place (using portable fence after 1 August) or to be set up prior to the tournament and removed after the tournament, whichever best accommodates the needs of the parties. The City shall provide one year advance notice to the College when the City needs the Soccer Field to host national softball tournaments.
- b. The College shall be entitled to a minimum of 100 hours of soccer team practice on the field, as determined by mutual agreement between the Parties.
- c. The College shall be entitled to field usage for a cumulative total of 50 hours for game days after Labor Day weekend, during the period September through November. These 50 hours are in addition to the 100 hours of soccer team practice referenced in 2.b. above.
- d. The College shall be entitled to field usage February 1 to May 1 for soccer practices and camps as scheduled through the Recreation Programming Office (Parks and Recreation of the City of Prescott).
- e. The College shall be entitled to use of the scoreboard at the Soccer Field.
- f. The College will have exclusive locker room access and storage throughout the year; provided, however, that the City shall not incur any liability for any items which are stolen or damaged.
- g. The College may store soccer goals at the field at an approved location during season; provided, however, that the City shall not incur any liability for any items which are stolen or damaged.
- h. Weekly striping of Soccer Field will be performed by the City providing appropriate City staffing is available, including practices starting 1 August. If appropriate City staffing is not available, the College may stripe the Soccer Field with an adjusted (lowered) preparation fee that is negotiated between the Parties.
- i. Regular cutting of turf area will be performed by the City prior to College use.

- j. The City reserves the right to restrict use of the field (excluding regularly scheduled college games) due to weather and turf conditions as agreed by both parties to avoid turf damage, and shall assist with finding alternative practice locations the morning of the relocation if necessary. In any case, the College's responsibility for repairing turf damage will be limited to any damage caused by the College's use.
- k. The College shall oversee all locking and unlocking of Soccer Field gates during soccer practice and games.
- l. The College shall have permission to display Roughrider Club signs at the field on game days.
- m. The College shall be entitled to use stadium parking.
- n. The College is responsible to pay for any damage that may occur to City property from its use by the College pursuant to this Agreement.
- o. The College shall pay the City \$250 per game for soccer preparations to Ken Lindley Field, unless other arrangements have been negotiated under h. above.

The City retains the use and 100% of the revenue from the food and beverage concession stand at the field. The College agrees to work with the City to resolve any scheduling conflicts that may come up between August 1 and September 30; provided, however, that in the event of a conflict between a City event and a College event, the City event shall take precedence.

3. Walraven Gym

The City will be allowed use of Walraven Gym (hereinafter "The Gym") two nights per week for fall volleyball leagues (i.e., late September to mid-November), and two nights per week for winter basketball leagues (i.e., early January to mid-April) with the following conditions:

- a. The College will set up volleyball for the above City leagues OR will provide City staff with access to volleyball standards and nets, and necessary training in setting up.
- b. The College will permit use of scoreboard by the City.
- c. The College will be responsible for all maintenance and utilities of The Gym.
- d. In the event of an ACCAC (Arizona Community College Athletic Conference) Volleyball and/or Basketball schedule change due to weather, catastrophic conditions

(as defined in paragraph 10.p), or play-offs, the College Volleyball team(s) will receive priority scheduling.

- e. The College shall allow the City use of The Gym for one weekend in August for a basketball and/or volleyball tournament that doesn't conflict with the college's team use. This arrangement should be scheduled between the Parties no later than April 1 of the calendar year.

4. **Bill Vallely Fields**

The City will schedule the usage of Bill Vallely Fields (hereinafter "Vallely") by the College Softball Team between August 15 through November 15 and January 1 through May 15 of each year in coordination with the Little League Schedule for that year, in accordance with the following conditions:

- a. The College will share usage with City programs with the City reserving the right to schedule alternative site for the College softball program (practice or games) due to field conditions and/or schedule conflicts.
- b. During the months of March, April, and May (i.e., Little League season) on days when Prescott Little League Inc. will be using fields, all College practices shall vacate upper field by 3:30pm (4:00pm for lower field practices and game days) in order for Little League field preparations and warmups to occur.
- c. The College shall be entitled to use Bill Vallely Lower Field between Noon and 3:30 p.m. per day softball team practice on fields scheduled by the City during fall and spring season.
- d. The College shall be entitled to Vallely for a cumulative total of seventy-five (75) hours for game days between January 15 through May 15 on fields scheduled by the City. The College will make their best effort to start games at Noon to minimize possible schedule conflicts with other users who may be scheduled by the City.
- e. The College shall lock gates to the lower field after each usage, provided there are no other scheduled users.
- f. The City reserves the right to adjust practice locations on a specific field in order to preserve turf, and /or restrict use of the Vallely due to weather and turf conditions.
- g. The College will pay the City for field preparations for game days only, for fall and spring games, in the sum of \$2,000 through an invoice issued by the City to the College at the conclusion of the season no later than June 30th of each calendar year (i.e., beginning in 2013 due to previously agreed-upon improvements). The fee may be adjusted or waived by the City in consideration of improvements made to the facility by the College that has been agreed to by the Parties prior to installation.

- h. The College shall be entitled to use of the announcer's booth and scoreboards on the fields used by the College.
- i. The College will be allowed to construct/install an equipment storage facility at a location to be determined by mutual agreement between Parties.
- j. City crews will perform all field preparation and maintenance on game days, including field marking supplies and bases. The College shall perform all field preparation and maintenance on practice days. The College shall use City's utility vehicle, drags, hoses, and tools, with regular inspections by City staff to ensure damage is not occurring beyond normal wear. The College shall reimburse the City to damage to above if it is determined the College is responsible. The College will not be responsible for maintenance or repairs needed for normal wear and tear.
- k. The College shall have permission to display Roughrider Club signs at the field on game days.
- l. The College is responsible to pay for all officials including public address announcers.

5. **Yavapai Performance Hall**

The College will allow the City to use Hall facilities a minimum of two times a year, at the same use rate as paid by college activities.

6. **Grace Sparkes Activity Center**

Subject to availability, the City will allow the use of gymnasium and meeting space by College at the normal rental rate.

7. **Termination of agreement**

This agreement is subject to termination upon mutual agreement of both Parties upon 180 days written notice. In the event that termination occurs during the middle of a season, the current season if any will allowed to be completed.

8. **Renewal of Agreement**

This agreement is renewable for one (1) additional five (5) year term if agreed upon in writing by both Parties. The College shall provide a written notice of its intention to renew ninety (90) days prior to the termination of the original term.

9. **Miscellaneous provisions**

- a. The uses granted herein shall apply only to the Parties herein, and are not assignable.
- b. The College shall accept the properties referred to in this agreement in their existing condition. No representations, statements or warranties, express or implied, have been made by or on behalf of Prescott as to the condition thereof.
In no event shall Prescott be liable for any defect in such property or for any limitation on its use.

- c. The City shall accept the properties referred to in this agreement in their existing condition. No representations, statements or warranties, express or implied, have been made by or on behalf of the College as to the condition thereof. In no event shall the College be liable for any defect in such property or for any limitation on its use.
- d. The College shall, at the College's expense, comply with all applicable statutes, ordinances, rules, regulations, orders, and requirements in effect during the term or any part of the term hereof regulating the use by College of the City facilities which are the subject of this agreement.
- e. The City shall, at the City's expense, comply with all applicable statutes, ordinances, rules, regulations, orders, and requirements in effect during the term or any part of the term hereof regulating the use by City of the College facilities which are the subject of this agreement.
- f. Upon the termination of each use allowed pursuant to this Agreement, each Party will quit and surrender the premises, in as good order and condition as when the use first started, reasonable wear and tear excepted.
- g. The College may not perform any act or carry on any practice which may damage, mar or deface the City facility being utilized or any structures thereon. The City must provide written notification within seven (7) calendar days of any damage that it believes is the responsibility of the College.
- h. The City may not perform any act or carry on any practice which may damage, mar or deface the College facility being utilized or any structures thereon. The College must provide written notification within seven (7) calendar days of any damage that it believes is the responsibility of the city.
- i. The College may not install, operate or maintain on the City facility being utilized any electrical equipment which will overload the electrical system therein or any part thereof, beyond its reasonable capacity for proper and safe operation as determined by City.
- j. The City may not install, operate or maintain on the College facility being utilized any electrical equipment which will overload the electrical system therein or any part thereof, beyond its reasonable capacity for proper and safe operation as determined by College.
- k. Each party (as "Indemnitor") agrees to defend, indemnify, and hold harmless the other party (as "Indemnatee") from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as "Claims") arising out of bodily injury of any person (including death) or property damage, but only to the extent that such Claims which result in vicarious/derivative liability to the Indemnatee are caused by the act, omission, negligence, misconduct, or other fault of the Indemnitor, its officers, agents, employees, or volunteers.

- l. Alterations and additions may not be made to any City facility. Any alteration or addition of the premises, excepting movable fixtures, made with the consent the City shall become part of the realty and shall belong to the City upon termination of that particular use.
- m. Alterations and additions may not be made to any College facility. Any alteration or addition of the premises, excepting movable fixtures, made with the consent the College shall become part of the realty and shall belong to the College upon termination of that particular use.
- n. Upon termination of this Agreement all property belonging to each Party shall be returned to that Party in as good as a condition as received by the other Party, reasonable wear and tear accepted.
- o. The Parties hereto expressly covenant and agree that in the event of a dispute arising from this Agreement, each of the Parties hereto waives any right to a trial by jury. In the event of litigation, the Parties hereby agree to submit to a trial before the Court. Both Parties hereby irrevocably submit to the personal jurisdiction of the United States District Court for the District of Arizona or the Court of Yavapai County, Arizona in any action or proceeding arising out of or relating to this Agreement, and hereby irrevocably agree that all claims in respect to any such action or proceeding may be heard or determined in either such court. The Parties hereto expressly covenant and agree that in the event of litigation arising from this Agreement, neither Party shall be entitled to an award of attorneys fees, either pursuant to the Contract, pursuant to ARS Section 12-341.01(A) and (B), or pursuant to any other state or federal statute.
- p. Force majeure: Except for payment of sums due, neither party shall be liable to the other nor deemed in default under this Contract if and to the extent that such party's performance of this Contract is prevented by reason of force majeure. The term 'force majeure' means an occurrence that is beyond the control of the party affected and occurs without its fault or negligence. Without limiting the foregoing, force majeure includes acts of God; acts of the public enemy; war; riots; strikes; mobilization; labor disputes; civil disorders; fire; flood; lockouts; injunctions—intervention—acts; or failures or refusals to act by government authority; and other similar occurrences beyond the control of the party declaring force majeure which such party is unable to prevent by exercising reasonable diligence.
- q. This Intergovernmental Agreement contains the entire agreement of the Parties with respect to the subject matter hereof, and it may only be amended, modified or waived by a written instrument signed by the authorized agents of the Parties hereto.
- r. Notices relating to this Intergovernmental Agreement shall be deemed to have been duly delivered upon personal delivery, or as of the second business day after mailing by United States mail, postage prepaid, addressed as follows:

City of Prescott
c/o Director
Parks, Recreation, and Library Department
P. O. Box 2059
Prescott, AZ 86302

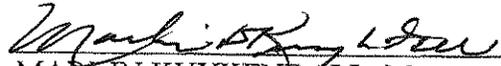
Yavapai College
c/o President
1100 E Sheldon Street
Prescott, AZ 86301

With a copy to:
Yavapai College
c/o Director of Athletics
1100 E Sheldon Street
Prescott, AZ 86301

With a copy to:
Yavapai College
Director of Purchasing and Contracting
1100 E. Sheldon Street
Prescott, AZ 86301

These addresses may be changed by either Party by giving notice in writing. Such changes shall be deemed to have been effectively noticed five (5) calendar days after being mailed to each Party by the Party changing the address.

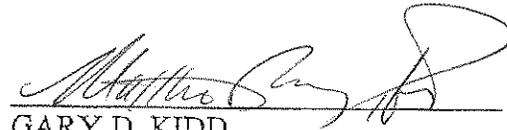
- s. Pursuant to ARS §38-511, either Party public agency hereto may cancel this Intergovernmental Agreement without penalty or further obligation, if any person significantly involved in initiating, negotiating, securing, drafting or creating the Agreement on behalf of said Party is, at any time in which the Agreement or any extension thereof is in effect, an employee or agent of any other Party to the Agreement in any capacity or a consultant to any other Party to the Agreement with respect to the subject matter of the Agreement.


MARLIN KUYKENDALL, Mayor

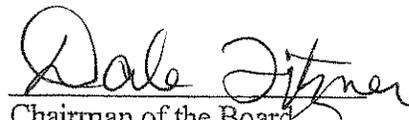
ATTEST:

APPROVED AS TO FORM:

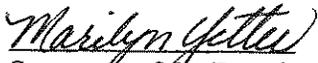

ELIZABETH A. BURKE
City Clerk


GARY D. KIDD
City Attorney

PASSED, APPROVED AND ADOPTED by the Yavapai Community College District Board


Chairman of the Board

ATTEST:


Secretary of the Board

Pursuant to A.R.S. Section 11-952(D), the foregoing agreement has been reviewed by the undersigned attorney for the City of Prescott, who has determined that the agreement is in proper form and is within the powers and authority granted under the laws of this State to the City of Prescott.


GARY KIDD
City Attorney

Pursuant to A.R.S. Section 11-952(D), the foregoing agreement has been reviewed by the undersigned attorney for the Yavapai Community College District, who has determined that the agreement is in proper form and is within the powers and authority granted under the laws of this State to the District.



Attorney

Presenter : Patricia McCarver

Start Time : 1:20 PM

Item No : 13

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/14/2015

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 : For Consideration For Approval of Curriculum Proposals to Add New Certificate Programs for Bookkeeping Certificate; Advanced Bookkeeping Certificate; and Basic Tax Certificate - RECEIPT, DISCUSSION, AND/OR DECISION

Details : The Curriculum Committee and Vice President for Instruction and Student Services recommend the following curriculum proposals:

Add the following certificate programs:

- Bookkeeping Certificate
- Advanced Bookkeeping Certificate
- Basic Tax Certificate

Attachments :

Title	Created	Filename
Curriculum Memo.pdf	Jan 27, 2015	Curriculum Memo.pdf
Curriculum Bookkeeping.pdf	Jan 30, 2015	Curriculum Bookkeeping.pdf
Curriculum Advanced Bookkeeping.pdf	Jan 30, 2015	Curriculum Advanced Bookkeeping.pdf
Curriculum Basic Tax.pdf	Jan 30, 2015	Curriculum Basic Tax.pdf

Yavapai College
Office of Academic Affairs

Date: January 27, 2015
To: Dr. Penelope H. Wills, President
From: Dr. Stuart Blacklaw, Vice President for Instruction & Student Services
RE: Curriculum Proposals

The following curriculum proposals have been reviewed by the appropriate faculty, Deans and the Curriculum Committee. I recommend approval of the creation of certificates in Bookkeeping, Advanced Bookkeeping and Basic Tax.

Overview of New Programs

Bookkeeping Certificate

The Bookkeeping certificate is designed to prepare students for entry-level positions in a variety of business and office settings where a basic knowledge of bookkeeping is required. The certificate is a modularization of courses from the current accounting program that rewards students for reaching specific competency levels within the program. It provides the foundation for several other certificate programs: Administrative Professional, Advanced Bookkeeping, Basic Tax and Accounting Assistant.

Advanced Bookkeeping Certificate

The Advanced Bookkeeping certificate will prepare students for entry-level positions in a variety of business and office settings where bookkeeping and accounting practices are required. This certificate provides a two-semester foundation for the Accounting Assistant certificate.

Basic Tax Certificate

The Basic Tax Certificate will prepare students for entry-level positions in tax preparation enterprises or a variety of business settings where knowledge of taxation and accounting practices is required. It serves the student with a solid foundation of financial accounting and tax planning, preparation and basic consulting skills.

These three certificates address the need for the Business department and Yavapai College, in general, to continue to maintain or increase enrollment based on student, community and employer needs. Creating milestone certificates that seamlessly build into increasingly higher educational goals should facilitate student retention and completion.

New Program Proposal

INSTRUCTIONS:

- Save this document to a Word file.
- Attach proposed new degree/certificate program in catalog format.
- Attach Program Progression Plan.
- Attach proposed new permanent course proposals for all new courses in the program.
- Attach modified course outlines for all modified courses.
- Questions? Contact your Division Curriculum Representative – Curriculum Committee

1.	Date:	10/30/14	
			Last saved: 11/13/2014
2.	Initiator:	Lindsay Henning, Vikki Bentz, Tom Snavely	
3.	E-mail address:	vikki_bentz@yc.edu	
4.	Phone:	x2154	
5.	Initiating division:	BESS	
6.	Program type:	Certificate	
7.	Degree/certificate program name:	Bookkeeping	
8.	Program description: (brief/this will appear in the College Catalog)	<p>The Bookkeeping certificate prepares students for entry-level positions in a variety of business and office settings where basic knowledge of bookkeeping is required.</p> <p>This certificate provides the foundation for several other certificate programs: Administrative Professional, Advanced Bookkeeping, Basic Tax and Accounting Assistant.</p>	
9.	Program learning outcomes: (List outcomes with course or courses)	<p>Identify which courses within the program will meet each outcome.</p> <ol style="list-style-type: none"> 1. Perform financial accounting functions using proper format and procedure based on Generally Accepted Accounting Principles (GAAP). (ACC 121) 2. Prepare, analyze, and interpret financial statements and reports for service and merchandising companies. (ACC 121) 3. Analyze and communicate the effects of basic tax rules on individuals, partnerships and corporations, and prepare basic tax returns for each. (ACC 115) 4. Use current technology and software applications to input, manage, and communicate financial information. (CSA 126) 	
10.	Projected start semester:	Fall 2015	
11.	Online delivery only:	No	
12.	Special admission required:	No	
13.	Financial Aid: Does the program meet requirements for Title IV funding?	No	

Minimum of 16 credit hours and a minimum of 15 weeks of instruction

of how the program was designed to meet local market needs, or for an online program, regional or national market needs:
 (For example, indicate if Bureau of Labor Statistics data or State labor data systems information was used)

According to the Department of Labor, the nationally projected growth of this field (2012-2022) is average; 8% to 14%. The projected job openings in the same time period is 370,000 across the nation.

In Arizona, the employment trend over the same period of time shows a 23% growth with the projected annual job openings of 890.

(<http://www.onetonline.org/link/summary/43-3031.00#WagesEmployment>)

Successful completion of the courses in this certificate will give the learner the basic skills needed as described by the DoL.

21. Narrative description of any wage analysis the institution may have performed:
 (Include any consideration of Bureau of Labor Statistics wage data related to the program)

The median wages (2013) are \$17.18 hourly and \$35,730 annually. The national median is approximately the same as in Arizona.
 (<http://www.onetonline.org/link/summary/43-3031.00#WagesEmployment>)

22. Narrative description of how the program was reviewed or approved:

This proposal is a joint effort of BSA and ACC faculty in response to identified needs of our current students and discussions relative to recruitment of new students.

23. Advisory Committee:
 Names of members and expertise:
 Number of times met to plan the program:
 Future meeting plans:

Review Recommendations and Signatures

Division Curriculum Representative - [Curriculum Committee](#)

Name: Randy Russell Date: November 13, 2014

Reviewed

Reviewed/Change Noted: _____

Institutional Research (IR must verify all submitted employment projections)

Name: _____ Date: _____

Gainful Employment Information Verified

Resources: _____



Forward electronically to Patti Schlosberg, Curriculum & Articulation Coordinator, to begin the tracking process for this curriculum proposal.

21

Instructional Dean/s

X Business, Education & Social Sciences

Name: Jill Fitzgerald per email _____ Date: 11/13/14

Recommended Not Recommended

Recommended/Change Noted: _____

Curriculum Committee

Name: _____ Date: 1/27/15

Approved Not Approved

Approved/Change Noted: _____

Vice President for Instruction and Student Services

Name: _____ Date: 1/28/15

Approved Not Approved

Approved/Change Noted: _____

President

Name: _____ Date: 1-28-15

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

Approved Not Approved

Approved/Change Noted: _____

Financial Aid (If required)

Department of Education Submission Date: _____

Approved Not Approved

Academic Program Planning and Authorization

To ensure that new academic programs implemented by Yavapai College are of the highest quality and are aligned with the District Governing Board's and college's strategic plans, the following criteria and process for new academic program authorization must be submitted to the Executive Leadership Team for authorization, prior to program planning.

Date	Nov 15, 2014		
Initiator	Victoria Bentz	Phone Number	x2154
E-mail Address	vikki_bentz@yc.edu		
Instructional Division	BESS	Sponsoring Campus	Prescott
Program Type	Certificate	Program Name	Bookkeeping certificate
Projected Start Semester to Plan	FA14	Projected Start Semester for Program	FA15

Program Description

The Bookkeeping certificate prepares students for entry-level positions in a variety of business and office settings where basic knowledge of bookkeeping is required.

This certificate provides the foundation for several other certificate programs: Administrative Professional, Advanced Bookkeeping, Basic Tax and Accounting Assistant.

How does the program relate to the College mission?

This certificate relates to the first goal listed under the YC mission: Offer Career Education programs that provide the education and training necessary to compete in the global job market.

How does the program relate to existing College programs and strategic initiatives?

This certificate provides a first-semester building block for several other certificate programs: Administrative Professional, Advanced Bookkeeping, Basic Tax and Accounting Assistant, offering flexibility in the educational path depending on the students' needs.

Describe special features or conditions that make the College a desirable, unique, or cost effective place to initiate the proposed program.

This is not a new program per se, but simply a modularization of classes from the current accounting programs that rewards students for reaching specific competency levels within the program.

This certificate serves the student with a basic foundation of bookkeeping skills, beneficial in a student's prospective job search as well as in career advancement in an office setting.

Explain student demand and evidence of the proposed programs responsiveness to the needs of the region, state, or nation. Provide documentation (Resources: Office of Institutional Effectiveness & Research, Office of Regional Economic Development)

This proposal is a joint effort of BSA and ACC faculty in response to identified needs of our current students and discussions relative to recruitment of new students. Please see sections 15-22 of the attached New Program Proposal for basic market needs and wage analyses.

Are there plans to offer all or a portion of this program to students online?

Yes, the courses are offered online

What is the proposed tuition rate for the program?

Standard, instructional tuition.

25

Academic Program Planning and Authorization

Page 2

List the proposed programs outcomes.

1. Perform financial accounting functions using proper format and procedure based on Generally Accepted Accounting Principles (GAAP). ACC 121
2. Prepare, analyze, and interpret financial statements and reports for service and merchandising companies. ACC 121.
3. Analyze and communicate the effects of basic tax rules on individuals, partnerships and corporations, and prepare basic tax returns for each. ACC 115.
4. Use current technology and software applications to input, manage, and communicate financial information. CSA 126.

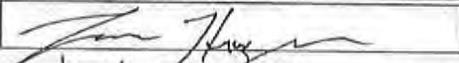
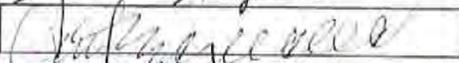
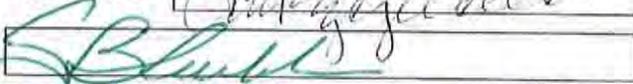
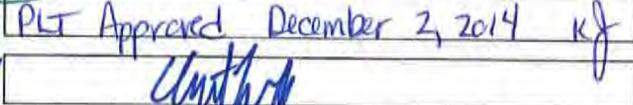
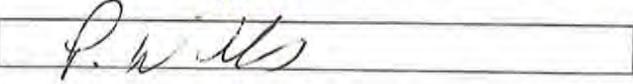
These outcomes are a sub-set of the current Accounting Assistant certificate and AAS in accounting degree; as well as a subset of the proposed Advanced Bookkeeping certificate.

Will the proposed program require development of any new courses? If yes, briefly explain.

No new courses are required.

Will any additional College resources be required to add and maintain the proposed program (New Faculty, Library Resources, Facilities/Equipment, etc.)? If yes, list and provide any estimated funding costs and proposed source for funding.

No additional college resources are required.

Proposed Program Initiator	Victoria Bentz	Recommended
Director of Institutional Effectiveness & Research		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Initiator's Instructional Dean **Forward Copy to Curriculum Office		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Vice President for Instruction & Student Services		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Vice President for Administrative Services	PLT Approved December 2, 2014 kf	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
President's Leadership Team Review		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
College President		Approved <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

New Program Proposal

INSTRUCTIONS:

- Save this document to a Word file.
- Attach proposed new degree/certificate program in catalog format.
- Attach [Program Progression Plan](#).
- Attach proposed new permanent course proposals for all new courses in the program.
- Attach modified course outlines for all modified courses.
- Questions? Contact your Division Curriculum Representative – [Curriculum Committee](#)

1.	Date:	Oct 30, 2014	
			Last saved: 10/30/2014
2.	Initiator:	Vikki Bentz, Tom Snavely	
3.	E-mail address:	vikki_bentz@yc.edu	
4.	Phone:	x2154	
5.	Initiating division:	BESS	
6.	Program type:	Certificate	
7.	Degree/certificate program name:	Advanced Bookkeeping	
8.	Program description: (brief/this will appear in the College Catalog)	<p>The Advanced Bookkeeping certificate will prepare students for entry-level position in a variety of business and office settings where knowledge of bookkeeping and accounting practices is required.</p> <p>This certificate provides the two-semester foundation for the Accounting Assistant certificate.</p>	
9.	Program learning outcomes: (List outcomes with course or courses)	<p>Identify which courses within the program will meet each outcome.</p> <ol style="list-style-type: none"> 1. Perform financial accounting functions using proper format and procedure based on Generally Accepted Accounting Principles (GAAP) and the International Financial and Reporting Standards (IFRS). (ACC 121, ACC 122, ACC 131, ACC 161) 2. Prepare, analyze, and interpret financial statements and reports for service, merchandising and manufacturing companies. (ACC 121, ACC 131, ACC 161, ACC 162) 3. Analyze and communicate the effects of tax rules on individuals, partnerships and corporations, and prepare basic tax returns for each. (ACC 115) 4. Use current technology and software applications to input, manage, and interpret financial information. (ACC 115, ACC 122, ACC 161, ACC 162, CSA 126) 	
10.	Projected start semester:	Fall 2015	
11.	Online delivery only:	No	
12.	Special admission required:	No	
13.	Financial Aid: Does the program meet requirements for Title IV funding?	No	

Minimum of 16 credit hours and a minimum of 15 weeks of instruction

30

general to continue to maintain or increase enrollment based on student, community and employer needs. Creating milestone certificates that seamlessly build into increasingly higher educational goals should facilitate student retention and completion.

20. Narrative description of how the program was designed to meet local market needs, or for an online program, regional or national market needs:
(For example, indicate if Bureau of Labor Statistics data or State labor data systems information was used)
- According to the Department of Labor, the nationally projected growth of this field (2012-2022) is average; 8% to 14%. The projected job openings in the same time period is 370,000 across the nation.
- In Arizona, the employment trend over the same period of time shows a 23% growth with the projected annual job openings of 890.
- (<http://www.onetonline.org/link/summary/43-3031.00#WagesEmployment>)
- Successful completion of the courses in this certificate will give the learner the basic skills needed as described by the DoL.

21. Narrative description of any wage analysis the institution may have performed:
(Include any consideration of Bureau of Labor Statistics wage data related to the program)

22. Narrative description of how the program was reviewed or approved:
- This proposal is a joint effort of ACC faculty in response to identified needs of our current students and discussions relative to recruitment of new students.

23. Advisory Committee:
Names of members and expertise:
Number of times met to plan the program:
Future meeting plans:

Review Recommendations and Signatures

Division Curriculum Representative - [Curriculum Committee](#)

Name: Randy Russell Date: November 13, 2014

Reviewed

Reviewed/Change Noted: _____

Institutional Research (IR must verify all submitted employment projections)

Name: _____ Date: _____

Gainful Employment Information Verified

Resources: _____



Forward electronically to Patti Schlosberg, Curriculum & Articulation Coordinator, to begin the tracking process for this curriculum proposal.

32

Instructional Dean/s

X Business, Education & Social Sciences

Name: Jill Fitzgerald per email Date: 11/13/14

Recommended Not Recommended

Recommended/Change Noted: _____

Curriculum Committee

Name: _____ Date: 1/27/15

Approved Not Approved

Approved/Change Noted: _____

Vice President for Instruction and Student Services

Name: _____ Date: 1/20/15

Approved Not Approved

Approved/Change Noted: _____

President

Name: _____ Date: 1-28-15

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

Approved Not Approved

Approved/Change Noted: _____

Financial Aid (If required)

Department of Education Submission Date: _____

Approved Not Approved

Academic Program Planning and Authorization

To ensure that new academic programs implemented by Yavapai College are of the highest quality and are aligned with the District Governing Board's and college's strategic plans, the following criteria and process for new academic program authorization must be submitted to the Executive Leadership Team for authorization, prior to program planning.

Date

Initiator Phone Number

E-mail Address

Instructional Division Sponsoring Campus

Program Type Program Name

Projected Start Semester to Plan Projected Start Semester for Program

Program Description

The Advanced Bookkeeping certificate will prepare students for entry-level position in a variety of business and office settings where knowledge of bookkeeping and accounting practices is required.

This certificate provides the two-semester foundation for the current Accounting Assistant certificate.

How does the program relate to the College mission?

This certificate relates to the first goal listed under the YC mission: Offer Career Education programs that provide the education and training necessary to compete in the global job market.

How does the program relate to existing College programs and strategic initiatives?

This certificate provides a two-semester building block for the current Accounting Assistant certificate, which feeds directly into the AAS in Accounting.

Describe special features or conditions that make the College a desirable, unique, or cost effective place to initiate the proposed program.

This is not a new program per se, but simply a modularization of classes from the current accounting programs that rewards students for reaching specific competency levels within the program.

The modularization model also addresses the need for our department and YC in general to continue to maintain or increase enrollment based on student, community and employer needs. Creating milestone certificates that seamlessly build into increasingly higher educational goals should facilitate student retention and completion.

Explain student demand and evidence of the proposed programs responsiveness to the needs of the region, state, or nation. Provide documentation (Resources: Office of Institutional Effectiveness & Research, Office of Regional Economic Development)

This proposal is a joint effort of BSA and ACC faculty in response to identified needs of our current students and discussions relative to recruitment of new students. This certificate serves the student with a foundation of bookkeeping and accounting skills, beneficial in a student's prospective job search as well as in career advancement in an office setting. Please see sections 15-22 of the attached New Program Proposal for basic market needs and wage analyses.

Are there plans to offer all or a portion of this program to students online?

Yes, the courses are offered online

What is the proposed tuition rate for the program?

Standard, instructional tuition.

36

Academic Program Planning and Authorization

Page 2

List the proposed programs outcomes.

1. Perform financial accounting functions using proper format and procedure based on Generally Accepted Accounting Principles (GAAP) and the International Financial and Reporting Standards (IFRS). ACC 121, ACC 122, ACC 131, ACC 161.
2. Prepare, analyze, and interpret financial statements and reports for service, merchandising and manufacturing companies. ACC 121, ACC 131, ACC 161, ACC 162.
3. Analyze and communicate the effects of tax rules on individuals, partnerships and corporations, and prepare basic tax returns for each. ACC 115.
4. Use current technology and software applications to input, manage, and interpret financial information. ACC 115, ACC 122, ACC 161, ACC 162, CSA 126.

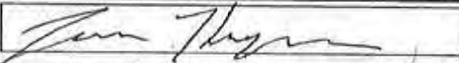
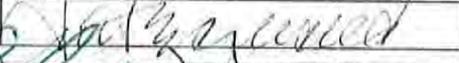
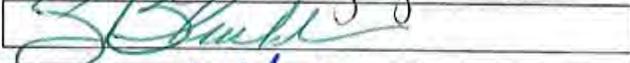
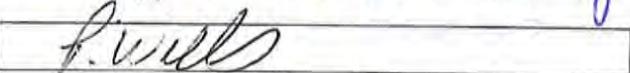
These outcomes are a sub-set of the current Accounting Assistant certificate and AAS in accounting degree; as well as a subset of the proposed Advanced Bookkeeping certificate.

Will the proposed program require development of any new courses? If yes, briefly explain.

No new courses are required.

Will any additional College resources be required to add and maintain the proposed program (New Faculty, Library Resources, Facilities/Equipment, etc.)? If yes, list and provide any estimated funding costs and proposed source for funding.

No additional college resources are required.

Proposed Program Initiator	Victoria Bentz	Recommended
Director of Institutional Effectiveness & Research		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Initiator's Instructional Dean **Forward Copy to Curriculum Office		<input type="checkbox"/> Yes <input type="checkbox"/> No
Vice President for Instruction & Student Services		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Vice President for Administrative Services		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
President's Leadership Team Review	PLT Approved December 2, 2014 kg	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
College President		Approved <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

New Program Proposal

INSTRUCTIONS:

- Save this document to a Word file.
- Attach proposed new degree/certificate program in catalog format.
- Attach [Program Progression Plan](#).
- Attach proposed new permanent course proposals for all new courses in the program.
- Attach modified course outlines for all modified courses.
- Questions? Contact your Division Curriculum Representative – [Curriculum Committee](#)

1.	Date:	Oct 30, 2014	
			Last saved: 11/13/2014
2.	Initiator:	Vikki Bentz, Tom Snavely	
3.	E-mail address:	vikki_bentz@yc.edu	
4.	Phone:	x2154	
5.	Initiating division:	BESS	
6.	Program type:	Certificate	
7.	Degree/certificate program name:	Basic Tax	
8.	Program description: (brief/this will appear in the College Catalog)	The Basic Tax certificate prepares students for an entry-level position in a tax preparation enterprise or a variety of business settings where knowledge of taxation and accounting practices is required.	
9.	Program learning outcomes: (List outcomes with course or courses)	<p>Identify which courses within the program will meet each outcome. (see guidelines within New Program Proposal Components)</p> <ol style="list-style-type: none"> 1. Perform financial accounting functions using proper format and procedure based on Generally Accepted Accounting Principles (GAAP) and the International Financial and Reporting Standards (IFRS). (ACC 121, ACC 131) 2. Prepare, analyze, and interpret financial statements and reports for service, merchandising and manufacturing companies. (ACC 121, ACC 131) 3. Analyze and communicate the effects of tax rules on individuals, partnerships and corporations, and prepare complex tax returns for each. (ACC 115, ACC 116, ACC 296) 4. Use current technology and software applications to input, manage, and interpret financial information. (ACC 115, ACC 116, CSA 126, ACC 296) 	
10.	Projected start semester:	Fall 2015	
11.	Online delivery only:	No	
12.	Special admission required:	No	
13.	Financial Aid: Does the program meet requirements for Title IV funding?	No	

Minimum of 16 credit hours and a minimum of 15 weeks of instruction

41

14. Program sequence

Fall Semester			
Subject	Course Number	Title	Credit
ACC	121	Introductory Accounting	3
ACC	115	Basic Tax Planning	3
CSA	126	Microsoft Office	3
		Total Credits	9

Note: Student could take all three Semester I classes in the summer, Semester II classes in the Fall, and be ready for tax season starting the next spring.

Spring Semester				
Subject	Course Number	Title	Credit	Prerequisite Course
ACC	131	Principles of Accounting I	3	ACC 121
ACC	116	Advanced Tax	4	ACC 115
ACC	296	Internship VITA	3	
		Total Credits	10	

*****Gainful Employment Requirements – Contact Institutional Research for Assistance*****

NOTE: Yavapai College must retain documents that support this information for review or submission to the Department of Education upon request.

15. CIPC Code: 520302
16. SOC Codes: 433031
(Standard Occupational Classification(s) that this certificate helps prepare for;
17. Minimum completion time in months: 9 months (fall/spring); 7 months if students start in the summer session. Note: all three semester I classes have been offered in the summer consistently over the past few years
(assumes Fall semester start)
18. Program Costs:
 In-State Tuition \$1,368
 Books & Supplies \$800-\$1,200
 Lab Fees 0
 Other Special Fees/Expenses 0
19. Narrative description of the need for the program: This is not a new program per se, but simply a modularization of classes from the current accounting program in order to create a focus on the specialty area of taxation.
 (For example, describe what need this program will address and how the institution became aware of that need) This certificate serves the student with a solid foundation of financial accounting and tax planning, preparation and basic consulting skills. These skills are beneficial to both employers and employees in a variety of settings.
 Many students enroll in Tax and Advanced Tax to gain specific knowledge in this area of accounting and are not motivated to continue once they successfully complete these two classes. The availability of a basic certificate with just a few more classes will be a beneficial addition to a resume for a prospective job search as well as career advancement in an office setting.

42

This specialization also addresses the need for our department and YC in general to continue to maintain or increase enrollment based on student, community and employer needs. Creating milestone certificates that seamlessly build into increasingly higher educational goals should encourage student retention and completion.

20. Narrative description of how the program was designed to meet local market needs, or for an online program, regional or national market needs: (For example, indicate if Bureau of Labor Statistics data or State labor data systems information was used)
- This certificate serves the student with a solid foundation of financial accounting and tax planning, preparation and basic consulting skills. These skills are beneficial to both employers and employees in a variety of settings, not only in the local area but nationally as well.
- Accounting has fared favorably compared to other professions in terms of job opportunities and attractiveness, particularly during the recent economic decline (Pathways, p. 41). Future employment trends in the accounting field are positive, as the Bureau of Labor Statistics predicts a 16% increase in the number of job openings from 2010 to 2020. This growth projection is 2% above the average 14% job growth projected for all occupations (<http://www.bls.gov/ooh/business-and-financial/accountants-and-auditors.htm>). Demand will be especially high in the tax and health care areas, reflecting the increasing complexity of corporate transactions and growth in government (<http://www.careers-in-accounting.com/acfacts.htm>).
21. Narrative description of any wage analysis the institution may have performed: (Include any consideration of Bureau of Labor Statistics wage data related to the program)
22. Narrative description of how the program was reviewed or approved:
- This proposal is a joint effort of ACC faculty in response to identified needs of our current students and discussions relative to recruitment of new students.
23. Advisory Committee:
Names of members and expertise:
Number of times met to plan the program:
Future meeting plans:

Review Recommendations and Signatures

Division Curriculum Representative - [Curriculum Committee](#)

Name: Randy Russell Date: November 13, 2014

Reviewed

Reviewed/Change Noted: _____

Institutional Research (IR must verify all submitted employment projections)

Name: _____ Date: _____

Gainful Employment Information Verified

Resources: _____



Forward electronically to Patti Schlosberg, Curriculum & Articulation Coordinator, to begin the tracking process for this curriculum proposal.

43

Instructional Dean/s

X Business, Education & Social Sciences

Name: Jill Fitzgerald per email Date: 11/13/14

Recommended Not Recommended

Recommended/Change Noted: _____

Curriculum Committee

Name: [Signature] Date: 1/27/15

Approved Not Approved

Approved/Change Noted: _____

Vice President for Instruction and Student Services

Name: [Signature] Date: 1/28/15

Approved Not Approved

Approved/Change Noted: _____

President

Name: [Signature] Date: 1-28-15

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

Approved Not Approved

Approved/Change Noted: _____

Financial Aid (If required)

Department of Education Submission Date: _____

Approved Not Approved

Academic Program Planning and Authorization

To ensure that new academic programs implemented by Yavapai College are of the highest quality and are aligned with the District Governing Board's and college's strategic plans, the following criteria and process for new academic program authorization must be submitted to the Executive Leadership Team for authorization, prior to program planning.

Date	Nov 15, 2014		
Initiator	Victoria Bentz	Phone Number	x2154
E-mail Address	vikki_bentz@yc.edu		
Instructional Division	BESS	Sponsoring Campus	Prescott
Program Type	Certificate	Program Name	Basic Tax certificate
Projected Start Semester to Plan	FA14	Projected Start Semester for Program	FA15

Program Description

The Basic Tax certificate prepares students for an entry-level position in a tax preparation enterprise or a variety of business settings where knowledge of taxation and accounting practices is required. This certificate serves the student with a solid foundation of financial accounting and tax planning, preparation and basic consulting skills.

How does the program relate to the College mission?

This certificate relates to the first goal listed under the YC mission: Offer Career Education programs that provide the education and training necessary to compete in the global job market.

How does the program relate to existing College programs and strategic initiatives?

This certificate provides a way to specialize within the current Accounting Assistant certificate, which feeds directly into the AAS in Accounting.

Describe special features or conditions that make the College a desirable, unique, or cost effective place to initiate the proposed program.

This is not a new program per se, but simply a modularization of classes from the current accounting program in order to create a focus on the specialty area of taxation. Many students enroll in Tax and Advanced Tax to gain specific knowledge in this area of accounting and are not motivated to continue once they successfully complete these two classes. The availability of a basic certificate with just a few more classes will be a beneficial addition to a resume for a prospective job search as well as career advancement in an office setting. This specialization also addresses the need for our department and YC in general to continue to maintain or increase enrollment based on student, community and employer needs. Explain student demand and evidence of the proposed programs responsiveness to the needs of the region, state, or nation. Provide documentation (Resources: Office of Institutional Effectiveness & Research, Office of Regional Economic Development)

This proposal is a joint effort of BSA and ACC faculty in response to identified needs of our current students and discussions relative to recruitment of new students. This certificate serves the student with a foundation of bookkeeping and accounting skills, beneficial in a student's prospective job search as well as in career advancement in an office setting. Please see sections 15-22 of the attached New Program Proposal for basic market needs and wage analyses.

Are there plans to offer all or a portion of this program to students online?

Yes, the courses are offered online

What is the proposed tuition rate for the program?

Standard, instructional tuition.

47

Academic Program Planning and Authorization

Page 2

List the proposed programs outcomes.

1. Perform financial accounting functions using proper format and procedure based on Generally Accepted Accounting Principles (GAAP) and the International Financial and Reporting Standards (IFRS). ACC 121, ACC 131.
2. Prepare, analyze, and interpret financial statements and reports for service, merchandising and manufacturing companies. ACC 121, ACC 131.
3. Analyze and communicate the effects of tax rules on individuals, partnerships and corporations, and prepare complex tax returns for each. ACC 115, ACC 116, ACC 296.
4. Use current technology and software applications to input, manage, and interpret financial information. ACC 115, ACC 116, CSA 126, ACC 296.

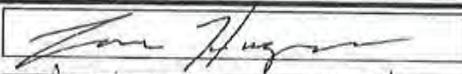
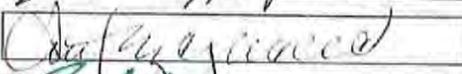
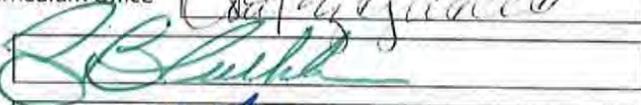
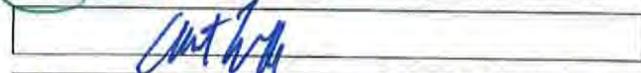
These outcomes are a sub-set of the current Accounting Assistant certificate and AAS in accounting degree.

Will the proposed program require development of any new courses? If yes, briefly explain.

No new courses are required.

Will any additional College resources be required to add and maintain the proposed program (New Faculty, Library Resources, Facilities/Equipment, etc.)? If yes, list and provide any estimated funding costs and proposed source for funding.

No additional college resources are required.

Proposed Program Initiator	Victoria Bentz	Recommended
Director of Institutional Effectiveness & Research		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Initiator's Instructional Dean **Forward Copy to Curriculum Office		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Vice President for Instruction & Student Services		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Vice President for Administrative Services		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
President's Leadership Team Review	Approved December 2, 2014 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
College President		Approved <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Presenter : Patricia McCarver **Start Time :** 1:21 PM **Item No :** 14
Proposed By : Patricia McCarver **Time Req :** 0
Proposed : 1/14/2015 **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 : INFORMATION - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver **Start Time :** 1:21 PM **Item No :** 15
Proposed By : Patricia McCarver **Time Req :** 15
Proposed : 1/21/2015 **Item Type :** Information Item

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 : Receipt of the Independent Auditors' Report on Internal Controls and the Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ended June 30, 2014 - INFORMATION AND/OR DISCUSSION

Details : Jay Zsorey, Financial Audit Director and Taryn Stangle, Audit Manager, with the Arizona Auditor General's Office, will discuss the Independent Auditors' Report on Internal Controls, the Financial Audit, the status of the Federal Single Audit and other communications. Staff will address questions from the Board.

Attachments :

Title	Created	Filename
Yavapai_CCCD_6_30_14_CAFR.pdf	Jan 22, 2015	Yavapai_CCCD_6_30_14_CAFR.pdf
Yavapai_CCCD_06_30_14_ROIC.pdf	Jan 30, 2015	Yavapai_CCCD_06_30_14_ROIC.pdf

**COMPREHENSIVE
ANNUAL
FINANCIAL
REPORT**

**For the fiscal year
ended June 30, 2014**

PRESCOTT

VERDE VALLEY

PRESCOTT VALLEY

CHINO VALLEY

SEDONA

Yavapai
COLLEGE

**Yavapai County Community College District
Comprehensive Annual Financial Report
Fiscal Year Ended June 30, 2014**

Table of Contents

Introductory Section

Letter of Transmittal	1
Government Finance Officers Association Certificate of Achievement	8
List of Principal Officers	9
Organizational Chart	10

Financial Section

Independent Auditors' Report	12
Management's Discussion and Analysis	15
Basic Financial Statements:	
Statement of Net Position – Primary Government	23
Statement of Financial Position – Component Unit	24
Statement of Revenues, Expenses, and Changes in Net Position – Primary Government	25
Statement of Activities – Component Unit	26
Statement of Cash Flows – Primary Government	27
Notes to Financial Statements	29

Statistical Section

Net Position by Component – <i>Last Ten Fiscal Years</i>	49
Changes in Net Position – <i>Last Ten Fiscal Years</i>	50
Expenditure Limitation - Statutory Limit to Budgeted Expenditures – <i>Last Ten Fiscal Years</i>	51
Property Tax Levies and Collections – <i>Last Ten Fiscal Years</i>	52
Assessed Value and Estimated Actual Value of Taxable Property – <i>Last Ten Fiscal Years</i>	53
Property Tax Rates, Direct and Overlapping Governments - <i>Last Ten Fiscal Years</i>	54
Assessed Valuation, Tax Rate and Levy History – <i>Last Ten Fiscal Years</i>	55
Principal Property Taxpayers – <i>Current Year and Nine Years Ago</i>	56
Tuition Schedule – <i>Last Ten Fiscal Years</i>	57
Ratios of Outstanding Debt by Type – <i>Last Ten Fiscal Years</i>	58
Legal Debt Margin – <i>Last Ten Fiscal Years</i>	59
Ratio of Net General Obligation Bonded Debt to Assessed Value and Net General Bonded Debt Per Capita – <i>Last Ten Fiscal Years</i>	60
Ratio of Annual Debt Service Expenditures for General Bonded Debt to Operating Expenses/Expenditures – <i>Last Ten Fiscal Years</i>	61
Computation of Direct and Overlapping Debt - General Obligation Bonds	62
Revenue Bond and Pledged Revenue Obligations Coverage – <i>Last Ten Fiscal Years</i>	63
Economic Indicators for Yavapai County	64
Principal Employers in Yavapai County – <i>Current Year and Nine Years Ago</i>	65
Miscellaneous Statistics	66
Population and Personal Income for Yavapai County – <i>Last Ten Fiscal Years</i>	67
Student Enrollment, Degree and Demographic Statistics – <i>Last Ten Fiscal Years</i>	68
Historic Enrollment - <i>Last Ten Fiscal Years</i>	69
Faculty and Staff Statistics – <i>Last Ten Fiscal Years</i>	70
Capital Asset Information – <i>Last Ten Fiscal Years</i>	71

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

For the fiscal year
ended June 30, 2014



**INTRODUCTORY
SECTION**



December 12, 2014

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, 2014, 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 unit. 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.

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 2023.

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 2013 estimated population (provided by the US Census Bureau) of 215,133 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 revenue rate of growth slowed from the prior year and total tax collections decreased significantly, as expected, due to the expiration of the 1-cent sales tax enacted by Proposition 100 in May 2010. Another factor that could potentially negatively affect the fiscal year 2014-15 budget is the preliminary Maricopa County Superior Court ruling in the K-12 inflation litigation. This ruling could require the state to increase its K-12 spending by \$317 million. The consensus among Arizona economists continues to be for slow growth in regards to construction spending, population, and personal income which are all needed for the Arizona economy to grow.

Yavapai County's economic condition is similar to the state. The county is experiencing continued growth, albeit slow, in construction spending, employment and population. 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. Continued improvement in the housing market is expected but at a slower rate than in the past.

The District's operating funding from the state has remained stable for the past few years and is currently less than 2% of the total operating budget. For fiscal year 2014-15 the District received an additional \$802,900 for STEM and Workforce Programs, however, it's uncertain whether this appropriation will continue.

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 major renovations to two residence halls on the Prescott campus. Kachina residence hall was finished in the fall of 2013 and Marapai residence hall in the fall of 2014. Improvements included 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. The majority of the projects were funded with revenue bond proceeds.

The District is building the Southwest Wine Center on the Verde campus. The Southwest Wine Center will be an academic center supporting wine growers throughout the southwest US. The Center will serve as a hub of education, research and rural economic development activity designed to support a young viticulture industry in achieving its potential as a significant US wine producing region. Construction was completed in the fall of 2014. The

project was funded with a combination of donations from the Yavapai College Foundation and the District's Future Capital Projects Accumulation monies.

In early summer the District began a project to replace the existing Tennis Courts and Low Water Crossing on the Prescott campus. The existing tennis courts were nearly 40 years old and well beyond their useful life. The new courts were completed in the fall of 2014 and will provide students and community members many years of quality playtime. The Tennis Courts and Low Water Crossing projects were funded from a combination of private contributions and the District's Future Capital Projects Accumulation account.

The District is in the initial stages of implementing its ten year Capital Improvement Plan. A master site plan for each of the campuses/centers was developed which included facility, infrastructure and land development improvements to accommodate projected growth over the next ten years. Projects that will begin during fiscal year 2014-15 include renovations to Buildings 1 and 3 on the Prescott campus, renovations to the Career and Technical Education Center and the purchase of contiguous land to the Sedona Center for the addition of a parking lot.

Enrollment

The fiscal year was characterized by steady enrollment with nearly 16,000 students attending credit and non-credit classes. Individual programs with FTSE growth of 15% or greater include Allied Health Services, American Sign Language, Automotive, Aviation, Electronics Technology, Emergency Medical Services, Environmental Studies, Geology, Nutrition, Viticulture and Enology and Welding.

Student Achievement

Student accomplishments continue to be our most important gauge of success. Four students were named to the 2014 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 nursing graduate received the 2014 Jack Kent Cooke Foundation Undergraduate Transfer Scholarship that will provide her with up to \$30,000 a year to pursue her bachelor's degree at the university of her choice. Only 85 such scholarships were awarded this year out of 3,705 applicants. A total of 1,469 students earned degrees or certificates which represents an increase of 3% over the previous year. Throughout the course of the academic year, 64 students received the Law Enforcement and Corrections certificate, 106 students received an Emergency Medical Technician certificate, 150 students received the Nursing Assistant certificate, and 84 students completed all requirements of the Nursing Program. In addition, approximately 81 students completed studies and passed the exam to earn a high school equivalency diploma.

FUTURE PROGRAM INITIATIVES

Beginning in the fall of 2014 the District began offering several new certificates including Athletic Coaching, Canine Care and Handling, Electric Utility Technology, Therapy and

Service Dog Team Skills, Gas Medal Arc Welding, Gas Tungsten Arc Welding and a Pipe Welding. 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, cyber liability, 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 Office of the Auditor General for the State of Arizona conducts the annual financial audit for the District. Testing procedures determine whether the financial statements are free of material misstatement and ensure compliance with Arizona Revised Statutes that require an annual audit of the District's financial statements. The Auditor General's Independent Auditors' Report is included in this document. For the fiscal year ending June 30, 2014, 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, 2013. This was the fourteenth 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, 2013

Executive Director/CEO

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

PRINCIPAL OFFICERS

June 30, 2014

DISTRICT GOVERNING BOARD

Mr. Ray Sigafos, *Chair, District 1*

Dr. Patricia McCarver, *Secretary, District 4*

Dr. Dale Fitzner, *District 5*

Mr. Albert Filardo, *District 3*

Mr. Herald Harrington, *District 2*

PRESIDENT

Dr. Penelope Wills

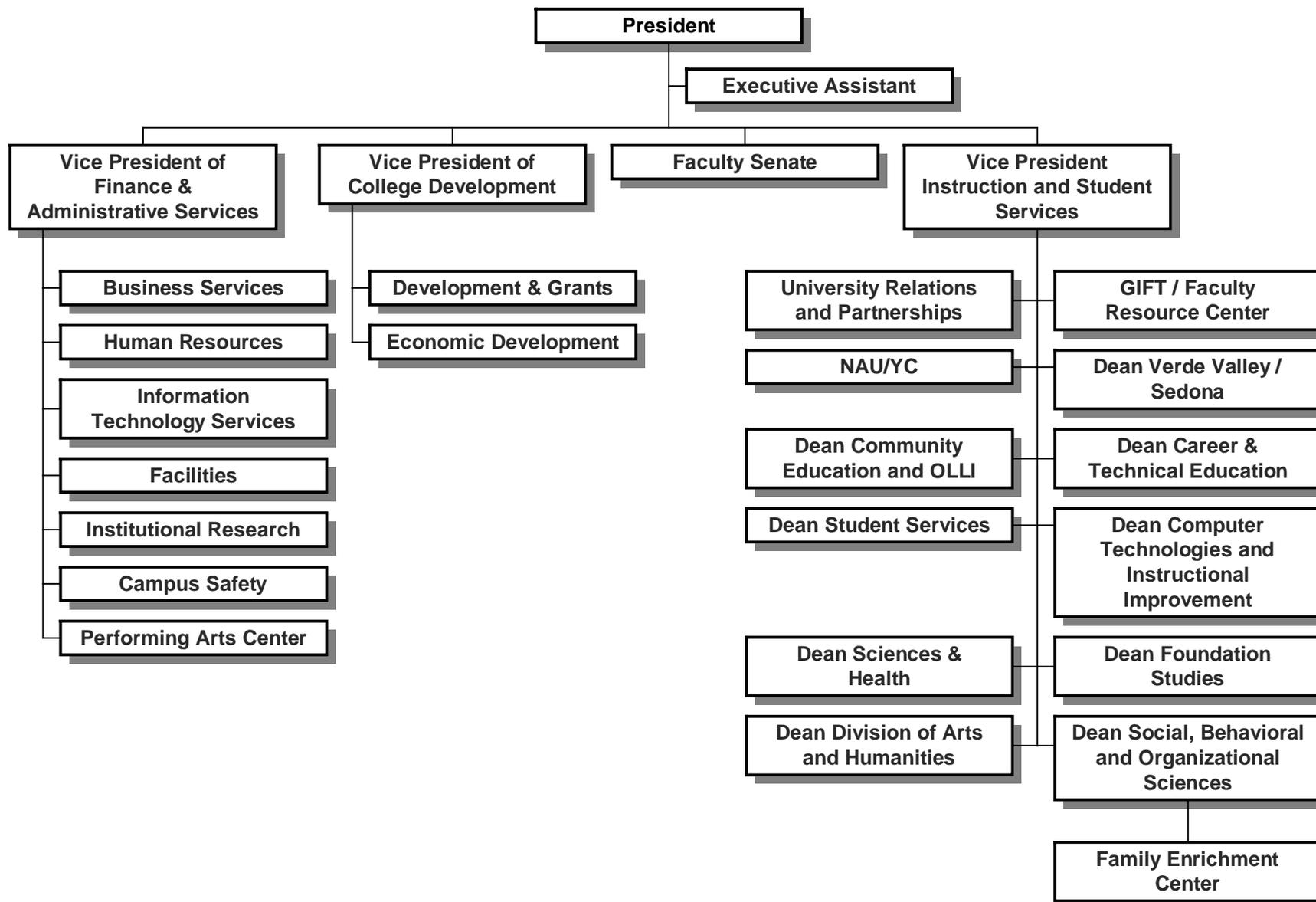
ADMINISTRATION

Dr. Stuart Blacklaw, *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, 2014



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**FINANCIAL
SECTION**





DEBRA K. DAVENPORT, CPA
AUDITOR GENERAL

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL

MELANIE M. CHESNEY
DEPUTY AUDITOR GENERAL

Independent Auditors' Report

Members of the Arizona State Legislature

The Governing Board of
Yavapai County Community College District

Report on the Financial Statements

We have audited the accompanying 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, 2014, 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 U.S. generally accepted accounting principles; 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 U.S. generally accepted auditing standards 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 auditors consider 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, 2014, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with U.S. generally accepted accounting principles.

Other Matters

Required Supplementary Information

U.S. generally accepted accounting principles 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 U.S. generally accepted auditing standards, 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.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the 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 will issue our report 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 at a future date. 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 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.

Debbie Davenport
Auditor General

December 12, 2014

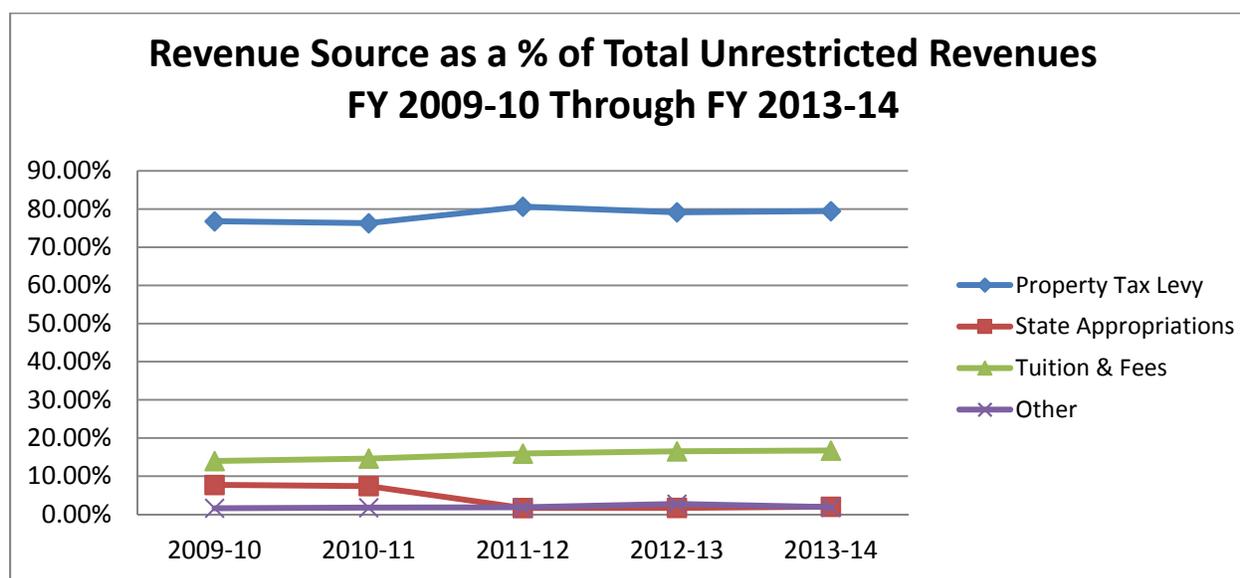
MANAGEMENT’S DISCUSSION and ANALYSIS

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, 2014. 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 Finance and 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. Total Unrestricted Revenues and the mix of funding sources have been fairly consistent over the last few years, subsequent to the state’s significant appropriation reduction beginning in fiscal year 2011-12.



The assets of the District exceeded its liabilities at the close of the fiscal year by \$108,409,956. Of this amount, \$20,110,656 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 \$11,142,067. Net investment in capital assets increased by \$8,324,354 (10.7%). Restricted net position increased by \$37,259 (2.1%) and unrestricted net position increased by \$2,780,454 (16.0%).

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, 2014. 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, 2014. 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, 2014. 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 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>6/30/2014 *</u>	<u>6/30/2013</u>
Assets:		
Current assets	\$ 31,418,367	\$ 27,137,113
Noncurrent assets, other than capital assets	262,573	5,268,310
Capital assets, net of depreciation	<u>134,918,140</u>	<u>127,710,063</u>
Total assets	<u>166,599,080</u>	<u>160,115,486</u>
Deferred Outflows of Resources	<u>1,685,875</u>	<u>1,854,463</u>
Liabilities:		
Other liabilities	7,714,546	7,141,695
Long-term liabilities	<u>52,160,453</u>	<u>55,705,902</u>
Total liabilities	<u>59,874,999</u>	<u>62,847,597</u>
Net Position:		
Net investment in capital assets	86,471,782	78,147,428
Restricted net position	1,827,518	1,790,259
Unrestricted net position	<u>20,110,656</u>	<u>17,330,202</u>
Total net position	<u>\$108,409,956</u>	<u>\$97,267,889</u>
<p><i>* The implementation of GASB No. 65 during fiscal year 2014 resulted in a new category, Deferred Outflows of Resources, and a restatement of beginning net position. June 30, 2013 amounts were restated for comparative purposes.</i></p>		

Current assets increased by \$4,281,254 as a result of increased cash and cash equivalents being offset by a reduction in student and grant receivables. The use of revenue bond proceeds for the residence hall renovations caused the noncurrent assets, other than capital assets, to significantly decrease. The increase in capital assets, net of depreciation, was attributable primarily to spending bond proceeds and other monies reserved for capital assets on construction in progress, building renovations and equipment purchased during the fiscal year, offset by depreciation.

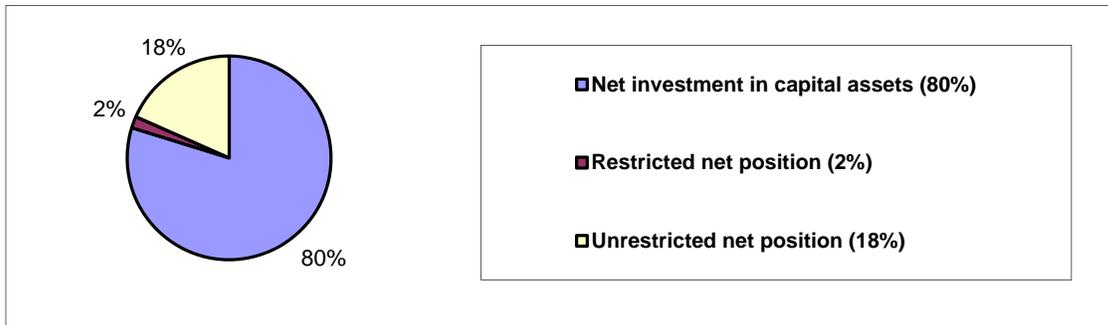
The deferred outflows of resources resulted from the issuance of the 2012 General Obligation Refunding bonds. It's the difference between the net carrying amount of the old debt and the reacquisition price of the new debt, amortized as a component of interest expense. With the implementation of GASB No. 65, this item which was previously accounted for as part of long-term liabilities, is now the deferred outflows of resources.

The increase in other liabilities was primarily accredited to an increase in retainage payable related to construction contracts and accrued payroll at year-end. The decrease in long-term liabilities was a result of principal payments made on general obligation bonds, pledged revenue obligations, revenue bonds and capital leases.

The District's net investment in capital assets increased by \$8,324,354 over the previous fiscal year. This increase was attributable to the addition of equity in the

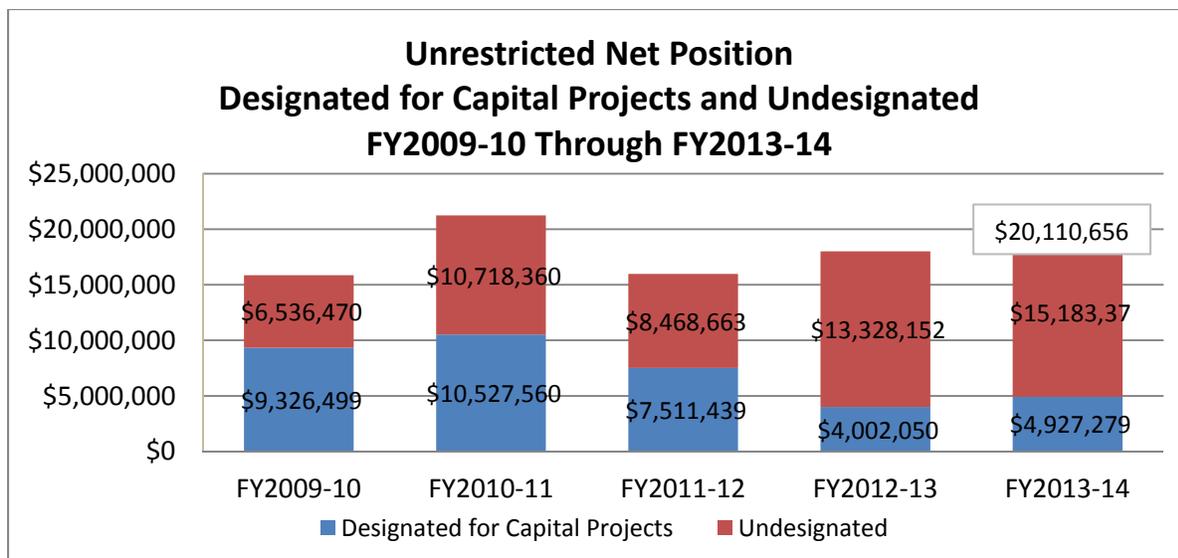
District's capital assets over the previous year and the reduction of debt acquired to pay for these assets. Restricted net position increased slightly from the prior fiscal year due to grant revenues exceeding expenditures. The District had several grants that allowed for the carryover of unspent monies to future fiscal years. The increase in unrestricted net position of \$2,780,455 was primarily attributed to the operating and facility contingency budgets which were not used during the fiscal year, a healthcare premium holiday in January, vacancy savings and other non-labor expense related savings.

**Net Position
As of June 30, 2014**



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 \$20,110,656 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 position 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

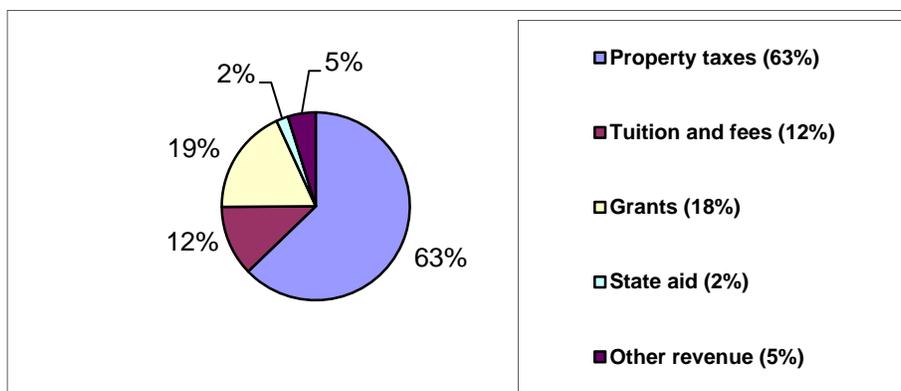
	<u>Year Ended</u>	
	<u>6/30/2014 *</u>	<u>6/30/2013</u>
Revenues		
Operating:		
Tuition and fees	\$ 8,799,116	\$ 8,610,225
Other	1,900,331	2,371,101
Nonoperating:		
Property taxes	45,571,425	45,270,751
Government grants	13,241,015	13,332,275
State aid	1,491,121	1,491,114
Private grants and gifts	761,844	841,367
Investment earnings	91,630	61,214
Gain on disposal of capital assets	8,389	2,432
Total revenues	<u>71,864,871</u>	<u>71,980,479</u>
Expenses		
Operating:		
Educational and general:		
Instruction	17,783,284	17,655,723
Public service	1,499,841	1,319,994
Academic support	4,211,551	4,114,700
Student services	5,886,627	5,139,128
Institutional support	8,759,934	8,161,909
Operation and maintenance of plant	6,177,478	5,847,012
Scholarships	8,180,284	7,792,260
Auxiliary enterprises	1,472,356	2,795,291
Depreciation	5,780,151	5,113,014
Other	-	68,974
Total operating expenses	<u>59,751,506</u>	<u>58,008,005</u>
Nonoperating		
Interest expense on debt	<u>1,695,668</u>	<u>1,737,933</u>
Total expenses	<u>61,447,174</u>	<u>59,745,938</u>
Income before other revenues, expenses, gains, or losses	10,417,697	12,234,541
Capital revenues	<u>724,370</u>	<u>4,136</u>
Increase in net position	11,142,067	12,238,677
Net position, restated, beginning of year	<u>97,267,889</u>	<u>85,029,212</u>
Net position, end of year	<u>\$108,409,956</u>	<u>\$97,267,889</u>
<p>* Net position as of July 1, 2013, was restated as a result of the implementation of GASB Statement No. 65. See Notes to Financial Statements – Note 2 on page 33 for more information.</p>		

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.

Overall revenues increased from the previous fiscal year by \$604,626. Tuition and fee revenues increased by 2.2% due to a 2.9% base tuition rate increase being offset by lower aviation program revenue. Aviation program tuition decreased as a result of the revenue distribution formula being modified between the District and its aviation partners. Property taxes increased slightly due to new construction. Lastly, capital revenues increased by \$720,234 due to \$471,634 of donations and \$248,600 of capital outlay monies received from the state. The last time the District received capital outlay monies from the state was in fiscal year 2009. These increases were off-set by moderate decreases in other and private grant revenues.

Revenues by Source Fiscal Year 2014

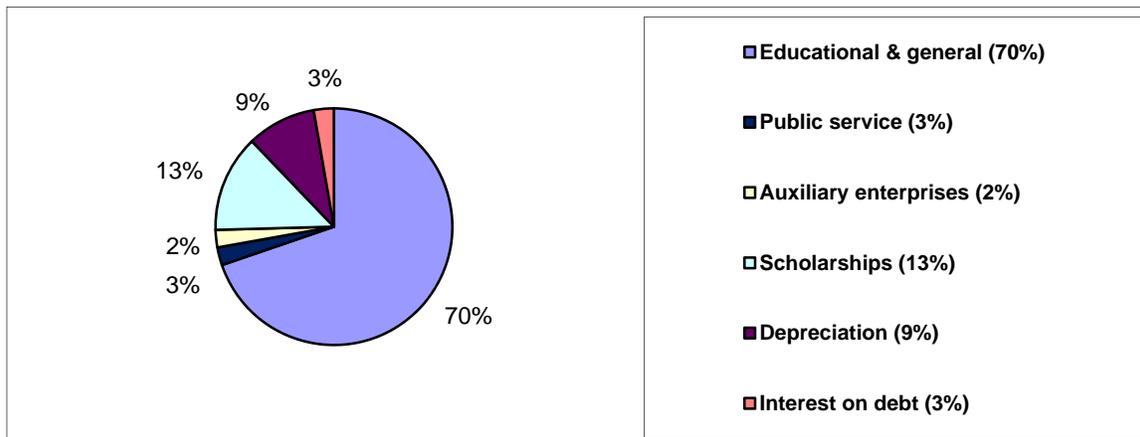


Depreciation expense is recorded in accordance with the adoption of the full accrual basis of accounting. The construction and acquisition of capital assets, although budgeted and tracked as an expenditure in the accounting system, is not reflected as an expense in these statements. Such transactions 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 \$1,701,236. The majority of this increase was due to depreciation expense, annual salary and related fringe increases and Pell awards made to students. The \$179,847 or 13.6% increase in public service expenses was a result of the new Regional Economic Development Center (REDC) and increased operating expenses related to Community Events, including first time programming at the Verde campus. Beginning this fiscal year the athletic programs were moved from auxiliary enterprises to student services in accordance with the NACUBO guidelines for non-self-supporting athletic programs. This classification change caused student services expenses to increase 14.5% and also contributed to auxiliary enterprises decreasing by 47.3% from the prior year. The other factor that

caused this decrease was less facility and administrative overhead being allocated to auxiliary enterprises from institutional support. This occurrence, along with the annual raises discussed above, had the opposite effect on institutional support expenses which increased by 7.3% from the prior year.

Expenses by Function Fiscal Year 2014



Capital Assets and Debt Management

The District had a few major capital projects in progress at the end of the fiscal year including the building of the Southwest Wine Center on the Verde campus, a complete renovation of Marapai residence hall and the replacement of the tennis courts and low water crossing on the Prescott campus. All of the projects were completed by the fall of 2014. Additionally, earlier in the fiscal year, a complete renovation of Kachina residence hall was completed along with improvements to various buildings within the District.

The renovation of the Kachina and Marapai residence halls was mostly funded from revenue bond proceeds with the remainder expended from the Future Capital Projects Accumulation account. The Southwest Wine Center and the tennis court replacement projects were funded from a combination of private contributions and the District's Future Capital Projects Accumulation account.

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 \$5,780,151 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 5 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.

During fiscal year 2013-14, the District reduced its outstanding long-term debt by \$5,408,202. Long-term debt outstanding at June 30, 2014, is as follows:

Description	Original Amount	Maturity Ranges	Interest Rates	Outstanding Principal
General obligation bonds				
GO Refunding 2011	9,640,000	7/1/15-21	3.00–5.00%	6,240,000
GO Refunding 2012	28,450,000	7/1/15-24	2.00–4.25%	26,430,000
Pledged revenue obligations				
Series 2011	14,000,000	7/1/15-25	4.00–5.00%	11,270,000
Revenue Bond				
Series 2013	5,000,000	7/1/15-28	2.45%	4,725,000
Capital leases				
Various	361,509	10/15/14	5.15%	40,505

Additional information on the District's outstanding debt can be found in Note 6 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, 2014**

	Business Type Activities
ASSETS:	
Current assets:	
Cash and cash equivalents	\$ 27,792,805
Receivables (net of allowances for uncollectibles)	
Accounts	823,820
Property taxes	1,167,481
Government grants and contracts	596,517
Student loans, current portion	185,520
Other	320,584
Prepaid expenses	444,471
Prepaid insurance	87,169
Total current assets	<u>31,418,367</u>
Noncurrent assets:	
Restricted assets:	
Property taxes receivable (net of allowances for uncollectibles)	141,071
Student loans receivable	116,482
Other receivables	5,020
Capital assets, not being depreciated	11,488,393
Capital assets, being depreciated, net	123,429,747
Total noncurrent assets	<u>135,180,713</u>
Total assets	<u>166,599,080</u>
Deferred Outflows of Resources	
Deferred charge on debt refunding	1,685,875
Total deferred outflows of resources	<u>1,685,875</u>
LIABILITIES:	
Current liabilities:	
Accounts payable	4,157,358
Retainage payable	395,637
Accrued payroll and employee benefits	1,656,837
Deposits held in custody for others	287,092
Unearned revenues	1,162,122
Dormitory deposits	55,500
Current portion of compensated absences payable	120,223
Current portion of long-term debt	5,540,740
Current portion of other long-term liabilities	21,962
Total current liabilities	<u>13,397,471</u>
Noncurrent liabilities:	
Compensated absences payable	1,324,250
Long-term debt	45,069,909
Other	83,369
Total noncurrent liabilities	<u>46,477,528</u>
Total liabilities	<u>59,874,999</u>
NET POSITION:	
Net Investment in capital assets	86,471,782
Restricted:	
Nonexpendable:	
Student loans	516,894
Expendable:	
Grants and contracts	346,307
Debt service	964,317
Unrestricted	20,110,656
Total net position	<u>\$ 108,409,956</u>

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Statement of Financial Position - Component Unit
June 30, 2014**

	Yavapai College Foundation
ASSETS:	
Current assets:	
Cash and cash equivalents	\$ 399,748
Restricted cash	225,236
Promises to give, current portion	89,194
Prepaid expenses	8,037
Total current assets	<u>722,215</u>
Promises to give, net of current portion	43,075
Property and equipment, net	247,332
Investments	11,077,245
Properties held for sale	330,000
Other assets	18,500
Beneficial interest in perpetual trust	389,733
Total assets	<u>\$ 12,828,100</u>
LIABILITIES AND NET ASSETS:	
Accounts payable	\$ 6,259
Due to Yavapai College	123,481
Scholarships payable	299,223
Deferred revenue	63,804
Total current liabilities	<u>492,767</u>
NET ASSETS	
Unrestricted:	
Undesignated	694,500
Designated	509,065
Total unrestricted	<u>1,203,565</u>
Temporarily restricted	3,169,281
Permanently restricted	7,962,487
Total net assets	<u>12,335,333</u>
Total liabilities and net assets	<u>\$ 12,828,100</u>

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, 2014**

	Business Type Activities
Operating revenues:	
Tuition and fees (net of scholarship allowances of \$3,241,324)	\$ 8,799,116
Bookstore income	211,418
Dormitory rentals (net of scholarship allowances of \$238,687)	619,166
Other	1,069,747
Total operating revenues	<u>10,699,447</u>
Operating expenses:	
Educational and general:	
Instruction	17,783,284
Public service	1,499,841
Academic support	4,211,551
Student services	5,886,627
Institutional support	8,759,934
Operation and maintenance of plant	6,177,478
Scholarships	8,180,284
Auxiliary enterprises	1,472,356
Depreciation	5,780,151
Total operating expenses	<u>59,751,506</u>
Operating income (loss)	<u>(49,052,059)</u>
Nonoperating revenues (expenses):	
Property taxes	45,571,425
State appropriations	893,900
Government grants	13,241,015
Share of state sales taxes	597,221
Private grants and gifts	761,844
Investment earnings	91,630
Interest expense on debt	(1,695,668)
Gain on disposal of capital assets	8,389
Total nonoperating revenues (expenses)	<u>59,469,756</u>
Income before other revenues, expenses, gains or losses	10,417,697
Capital appropriations	248,600
Capital grants and gifts	475,770
Increase in net position	<u>11,142,067</u>
Net position, beginning of year, as restated	97,267,889
Net position, end of year	<u>\$ 108,409,956</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, 2014**

	Yavapai College Foundation
Revenue and other support:	
Contributions and grants	\$ 1,641,846
Program service income	3,230
YCPAC events	623,874
Rental income	143,400
Investment return	1,234,693
Change in fair value of perpetual trust	35,862
	3,682,905
Special events:	
Revenues from special events	11,033
Costs of direct donor benefits	(55)
Gross profit on special events	10,978
Total revenue and other support	3,693,883
Operating expenses:	
Program expenses	
Grants and scholarships	393,417
YCPAC events	635,247
Osher Endowment for Osher Lifelong Learning Institute	96,994
Yavapai College tennis courts improvement project	158,317
Vineyard/winery project	137,257
Foundation Auxiliaries	23,299
Other programs	446,251
Total program expenses	1,890,782
Supporting expenses	
Administration	127,046
Fundraising	61,795
Depreciation of rental property	9,043
Total supporting expenses	197,884
Total operating expenses	2,088,666
Change in net assets	1,605,217
Net assets - beginning of year	10,730,116
Net assets - end of year	\$ 12,335,333

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, 2014**

CASH FLOWS FROM OPERATING ACTIVITIES:	Business Type Activities
Tuition and fees	\$ 10,695,275
Bookstore receipts	211,390
Dormitory rentals	616,016
Collection of loans to students	34,976
Other receipts	1,328,517
Payments to suppliers and providers of goods and services	(11,685,069)
Payments for employee wages and benefits	(33,822,022)
Loans issued to students	(8,846)
Scholarship payments to students	(8,180,284)
Net cash used for operating activities	(40,810,047)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:	
Property taxes	45,733,231
Grants	13,722,546
State appropriations	893,900
Share of state sales taxes	597,221
Private gifts	761,844
Federal direct lending receipts	7,342,490
Federal direct lending disbursements	(7,220,965)
Deposits held in custody for others received	617,593
Deposits held in custody for others disbursed	(608,561)
Net cash provided by noncapital financing activities	61,839,299
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:	
Capital appropriations	248,600
Capital grants and gifts	328,843
Proceeds from sale of capital assets	8,389
Principal paid on capital debt	(5,207,966)
Interest paid on capital debt	(1,771,193)
Purchases of capital assets	(12,651,809)
Net cash used for capital and related financing activities	(19,045,136)
CASH FLOWS FROM INVESTING ACTIVITIES:	
Interest received on investments	91,630
Net cash provided by investing activities	91,630
Net increase in cash and cash equivalents	2,075,746
Cash and cash equivalents, beginning of year	25,717,059
Cash and cash equivalents, end of year	\$ 27,792,805
	(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, 2014
(Continued)**

Reconciliation of operating loss to net cash used for operating activities:	Business Type Activities
Operating loss	\$ (49,052,059)
Adjustments to reconcile operating loss to net cash used for operating activities:	
Depreciation expense	5,780,151
Provision for uncollectible accounts	168,677
Changes in assets and liabilities:	
Increase in prepaid expenses	(47,283)
Increase in compensated absences	40,955
Increase in unearned revenues	148,392
Increase in accrued payroll and employee benefits	184,678
Decrease in accounts receivables	1,731,323
Decrease in student loan receivables	26,130
Decrease in other receivables	272,254
Decrease in accounts payable	(27,450)
Decrease in dormitory deposits	(3,150)
Decrease in other liabilities	(32,665)
Net cash used for operating activities	<u>\$ (40,810,047)</u>

Noncash investing, capital, and noncapital financing activities:

Amortization of prepaid bond insurance costs

The District amortized \$7,924 of prepaid bond insurance costs.

Gifts of depreciable assets

The District recorded the receipt of gifts of depreciable assets of \$146,927.

Amortization of premium on bonds and deferred charges

The District amortized \$187,905 of bond premiums, \$12,331 of pledged revenue obligation premiums and (\$168,588) of deferred charges.

Restatement of beginning net position for retroactive adjustment of prepaid bond issuance costs

In accordance with the implementation of GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*, the District restated the beginning net position by (\$680,220) of prepaid bond issuance costs.

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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).

For the year ended June 30, 2014, the District implemented the provisions of GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*. GASB Statement No. 65 reclassifies certain items that were previously reported as assets and liabilities as deferred outflows of resources or deferred inflows of resources and recognizes certain other items that were previously reported as assets and liabilities as revenues or expenses.

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 be used only 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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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, 2014, the Foundation gifted property and funds in the amount of \$813,256 to or on behalf of the District for both restricted and unrestricted 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 District's assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position 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 the District's 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 and dormitory charges, in which each party receives and gives up essentially equal values, are considered operating revenues. Other revenues, such as property taxes, state appropriations, and government grants, result from transactions in which the parties do not exchange equal values and are considered nonoperating revenues. Operating expenses include the costs of sales and services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense, are considered 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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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 as revenue in the year for which they are levied. 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 the provider imposed 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 only those highly liquid investments with a maturity of 3 months or less when purchased. 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:

	<u>Capitalization Threshold</u>	<u>Depreciation Method</u>	<u>Estimated Useful Life</u>
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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

Deferred Outflows/Inflows of Resources

The statement of net position includes separate sections for deferred outflows of resources and deferred inflows of resources. Deferred outflows of resources represent a consumption of net position that applies to future periods that will be recognized as an expense in future periods. Deferred inflows of resources represent an acquisition of net position that applies to future periods and will be recognized as a revenue in future periods.

Investment Earnings

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

Compensated Absences

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

Employees may accumulate up to twice their annual entitlement amount of vacation. The payroll system stops accruing vacation hours once an employee reaches their limit. Annual leave balances remaining when employees separate from service are paid and therefore are accrued as a liability in the financial statements.

Employees may accumulate a maximum of 560 sick leave hours. Generally, sick leave benefits provide for ordinary sick pay and are cumulative but employees forfeit them upon terminating employment. Because sick leave benefits do not vest with employees 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 the student or third parties making payments on the student's behalf pays. Accordingly, some types of student financial aid, such as Pell grants and scholarships the District awards, are considered 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.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

Note 2 - Beginning Balances Restated

On July 1, 2013, the District restated beginning net position for adjustments relating to the implementation of GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*. Rather than recording debt issuance costs as an asset and amortizing over the life of the debt, GASB Statement No. 65 states that “debt issuance costs, except any portion related to prepaid insurance costs, should be recognized as an expense in the period incurred.” This change is retroactive and results in a \$680,220 decrease to beginning net position.

Beginning net position was restated for the above as follows:

	Business-Type Activities
Total net position as of June 30, 2013	\$97,948,109
Debt issuance costs reclassification	<u>(680,220)</u>
Total net position as of July 1, 2013, as restated	<u>\$97,267,889</u>

Note 3 - 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. Although not statutorily required, the District has chosen to deposit other public monies in its custody with the County Treasurer. 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, 2014, the carrying amount of the District’s deposits was \$10,806,944, and the District’s bank balance was \$11,251,732. At June 30, 2014, \$11,001,732 was exposed to custodial credit risk because it was uninsured with collateral held by the pledging financial institution’s trust department or agent but not in the District’s name. The District does not have a formal policy with respect to custodial credit risk for deposits.

Investments – The District’s investments at June 30, 2014 were as follows:

<u>Investment Type</u>	<u>Amount</u>
County Treasurer’s investment pool	\$16,981,411
Total	<u>\$16,981,411</u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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, 2014, 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	<u>\$16,981,411</u>
Total			<u>\$16,981,411</u>

Interest rate risk – The District does not have a formal policy with respect to interest rate risk. At June 30, 2014, 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	<u>\$16,981,411</u>	47.0
Total	<u>\$16,981,411</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>Statement of Net Position:</u>	
	<u>Amount</u>		<u>Amount</u>
Cash on hand	\$ 4,450	Cash and cash equivalents	<u>\$27,792,805</u>
Deposits	10,806,944	Total	<u>\$27,792,805</u>
Investments	<u>16,981,411</u>		
Total	<u>\$27,792,805</u>		

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

Note 4 – 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	\$ 1,205,313	\$ (381,493)	\$ 823,820
Government grants and contracts - current	596,517	-	596,517
Property taxes			
Current	1,299,505	(132,024)	1,167,481
Noncurrent	158,392	(17,321)	141,071

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.

Note 5 - Capital Assets

Capital asset activity for the year ended June 30, 2014, was as follows:

	<u>Balance July 1, 2013</u>	<u>Increases</u>	<u>Decreases</u>	<u>Reclassification</u>	<u>Balance June 30, 2014</u>
Capital assets not being depreciated:					
Land	\$ 5,415,888	\$ -	\$ -	\$ -	\$ 5,415,888
Construction in progress	3,515,542	8,264,376	-	(5,707,413)	6,072,505
Total capital assets not being depreciated	<u>8,931,430</u>	<u>8,264,376</u>	<u>-</u>	<u>(5,707,413)</u>	<u>11,488,393</u>
Capital assets being depreciated:					
Buildings	137,801,065	3,056,407	-	5,707,413	146,564,885
Improvements other than buildings	16,836,358	531,178	-	-	17,367,536
Equipment	12,180,586	1,046,447	656,902	-	12,570,131
Intangibles	273,587	-	-	-	273,587
Library books	3,038,624	95,051	202,292	-	2,931,383
Total capital assets being depreciated	<u>170,130,220</u>	<u>4,729,083</u>	<u>859,194</u>	<u>5,707,413</u>	<u>179,707,522</u>
Less accumulated depreciation for:					
Buildings	30,681,523	3,378,959	-	-	34,060,482
Improvements other than buildings	9,074,247	882,112	-	-	9,956,359
Equipment	9,356,229	1,354,187	651,671	-	10,058,745
Intangibles	27,359	9,119	-	-	36,478
Library books	2,212,229	155,774	202,292	-	2,165,711
Total accumulated depreciation	<u>51,351,587</u>	<u>5,780,151</u>	<u>853,963</u>	<u>-</u>	<u>56,277,775</u>
Total capital assets being depreciated, net	<u>118,778,633</u>	<u>(1,051,068)</u>	<u>5,231</u>	<u>5,707,413</u>	<u>123,429,747</u>
Capital assets, net	<u>\$ 127,710,063</u>	<u>\$ 7,213,308</u>	<u>\$ 5,231</u>	<u>\$ -</u>	<u>\$ 134,918,140</u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

The District has active construction projects as of June 30, 2014. At year end, the District's commitments with contractors are as follows:

<u>Project</u>	<u>Source of Payment</u>	<u>Costs-to-date Including Capitalized Interest</u>	<u>Remaining Commitment</u>
Marapai residence hall renovation	Capital Projects Accumulation Account	\$ 5,565,338	\$ 245,592
Performing Arts Center	Capital Projects Accumulation Account	138,032	304,182
Tennis courts renovation	Capital Projects Accumulation Account	107,725	1,025,140
Low water crossing	Capital Projects Accumulation Account	493,117	539,941
Southwest Wine Center	Capital Projects Accumulation Account	2,090,975	174,864

Note 6 - Long-Term Liabilities

Long-term liability activity for the year ended June 30, 2014, was as follows:

	<u>Balance July 1, 2013</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance June 30, 2014</u>	<u>Due Within One Year</u>
Long-term debt:					
General obligation bonds	\$ 36,610,000	-	\$ 3,940,000	\$ 32,670,000	\$ 4,070,000
Premium on general obligation refunding	1,957,403	-	187,905	1,769,498	187,904
Pledged revenue obligations	12,185,000	-	915,000	11,270,000	945,000
Premium on pledged revenue obligations	147,977	-	12,331	135,646	12,331
Revenue bonds	5,000,000	-	275,000	4,725,000	285,000
Capital leases payable	118,471	-	77,966	40,505	40,505
Total long-term debt	<u>56,018,851</u>	<u>-</u>	<u>5,408,202</u>	<u>50,610,649</u>	<u>5,540,740</u>
Compensated absences payable	1,403,518	\$ 759,063	718,108	1,444,473	120,223
Other	137,996	27,250	59,915	105,331	21,962
Total long-term liabilities	<u>\$ 57,560,365</u>	<u>\$ 786,313</u>	<u>\$ 6,186,225</u>	<u>\$ 52,160,453</u>	<u>\$ 5,682,925</u>

Bonds and Pledged Revenue Obligations – The District's debt consists of various issues of general obligation bonds, pledged revenue obligations and revenue bonds 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, pledged revenue obligations and revenue bonds were \$38,090,000, \$14,000,000, and \$5,000,000, 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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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, 2014 for those refunded bonds 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, 2014 was \$28,450,000.

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 the Series 2001(A) bonds which were paid in full on July 1, 2011. 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 \$341,951,478 as of June 30, 2014. Of this amount, the District has \$32,670,000 in general obligation bond debt applicable to the debt limit, leaving a legal debt margin of \$309,281,478.

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 17.2% of tuition, fees, dormitory rentals, and bookstore income. In the current year, total revenues of \$10,751,131 were pledged to cover the principal and interest paid of \$1,846,981.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

Bonds and pledged revenue obligations outstanding at June 30, 2014, were as follows:

<u>Description</u>	<u>Original Amount Issued</u>	<u>Maturity Ranges</u>	<u>Interest Rates</u>	<u>Outstanding Principal</u>
General obligation bonds				
GO Refunding 2011	9,640,000	7/1/15-7/1/21	3.00-5.00%	6,240,000
GO Refunding 2012	28,450,000	7/1/15-7/1/24	2.00-4.25%	26,430,000
Pledged revenue obligations				
Series 2011	14,000,000	7/1/15-7/1/25	4.00-5.00%	11,270,000
Revenue bond				
Series 2013	5,000,000	7/1/15-7/1/28	2.45%	4,725,000

The following schedule details debt service requirements to maturity for the District's bonds payable and pledged revenue obligations at June 30, 2014:

Year Ending 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>
2015	\$ 4,070,000	\$ 965,400	\$ 945,000	\$ 491,756	\$ 285,000	\$ 115,762
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	4,545,000	500,600	1,110,000	327,507	315,000	86,608
2020 – 24	11,170,000	1,013,925	5,255,000	909,094	1,700,000	313,110
2025 – 29	-	-	<u>880,000</u>	<u>42,900</u>	<u>1,520,000</u>	<u>94,325</u>
Total	<u>\$32,670,000</u>	<u>\$4,748,325</u>	<u>\$11,270,000</u>	<u>\$3,010,075</u>	<u>\$4,725,000</u>	<u>\$ 914,340</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, 2014, are as follows:

Equipment	\$232,910
Less: accumulated depreciation	<u>209,619</u>
Carrying value	<u>\$ 23,291</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 owns an additional \$128,599 of equipment acquired through capital leases which is not capitalized and therefore not subject to depreciation.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

The following schedule details debt service requirements to maturity for the District's capital leases payable at June 30, 2014:

Year ending June 30,	
2015	<u>\$41,289</u>
Total minimum lease payments	41,289
Less amount representing interest	<u>784</u>
Present value of net minimum lease payments	<u><u>\$40,505</u></u>

Note 7 - 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, employees' health, 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 (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. The commercial insurance is sufficient to cover the maximum plan limits 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 8 - 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 the Arizona State Retirement System administers. The Arizona State Retirement 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. State statute establishes

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

benefits. The Arizona State Retirement System Board governs the system 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; 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, 2014, statute required active plan members to contribute at the actuarially-determined rate of 11.54 percent (11.3 percent retirement and 0.24 percent for long-term disability) of the members' annual covered payroll and statute required the District to contribute at the actuarially-determined rate of 11.54 percent (10.7 percent for retirement, 0.6 percent for health insurance premium benefit, and 0.24 percent for long-term disability) of the members' annual covered payroll.

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

Years ended June 30,	<u>Retirement Fund</u>	<u>Health Benefit Supplement Fund</u>	<u>Long-Term Disability Fund</u>
2014	\$1,905,579	\$106,862	\$41,298
2013	1,816,850	115,147	41,721
2012	1,824,631	109,470	43,189

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 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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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, 2014, the District and employees contributed at the rate of 11.54 percent of the member's annual covered payroll. Contributions to these plans for the year ended June 30, 2014, were as follows:

<u>Plan</u>	<u>Contribution Rates District/Employee</u>	<u>District Contributions</u>	<u>Employee Contributions</u>	<u>Total Contributions</u>
TIAA/CREF	11.54% / 11.54%	\$384,179	\$384,179	\$768,358
ING	11.54% / 11.54%	112,373	112,373	224,746
VALIC	11.54% / 11.54%	40,752	40,752	81,504

Note 9 - 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	\$34,047,655
Contract services	2,687,206
Supplies and other services	2,224,225
Communications and utilities	2,265,888
Scholarships	8,180,284
Depreciation	5,780,151
Other	4,566,097
Total	<u>\$59,751,506</u>

A.R.S. §35-391, requires the disclosure of the amount of any reward, discount, incentive or other financial consideration received resulting from the use of credit card payments by governmental entities. During the current fiscal year, the District received \$32,792 in rebates from the use of credit cards.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

Note 10 - Contingencies

A former employee has filed a lawsuit against the District seeking reimbursement, on behalf of the federal government, of tuition payments the District received from the Veteran's Administration. The employee claims that the District erroneously received payment in the millions of dollars. The District contests liability and intends to vigorously defend the lawsuit.

Note 11 - 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, 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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

learning experiences to a diverse group of children while providing invaluable hands-on teacher training to the College's early and elementary education students.

- 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.
- FRIENDS of the Southwest Wine Center – The purpose of this group is to support the viticulture and enology program and raise capital funds for the development of the Southwest Wine Center.

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. The Greater Verde Valley Chapter was terminated during the year ended June 30, 2014

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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).

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 activities, 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 120 funds established for a variety of purposes. The endowment funds include both donor-restricted endowment

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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.

Spending Policy. For the year ended June 30, 2014, the Foundation has a practice of appropriating for distribution each year of up to 3.5% 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. The Foundation may elect, on a case by case basis, to approve an allocation expenditure in excess of 3.5% but not exceeding 7% for selected funds. During the year ended June 30, 2013, the practice was to distribute approximately 3%. 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, 2014:

Cash	\$ 53
Fixed income	4,336,852
Equity funds	4,680,639
International equity funds	1,973,764
Mutual funds - held with Arizona Community Foundation (ACF)	<u>85,937</u>
	<u>\$11,077,245</u>

The following schedule summarizes the investment return for the year ended June 30, 2014:

Interest and dividend income	\$ 227,602
Net realized gains	565,259
Net unrealized gains	469,469
Income distribution from perpetual trust	15,877
Investment fees	<u>(43,514)</u>
	<u>\$ 1,234,693</u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
Notes to Financial Statements
June 30, 2014**

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 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, 2014 and 2013 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, 2014:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Measured at fair value on a recurring basis:				
Cash	\$ 53	\$ -	\$ -	\$ 53
Fixed income	4,336,852	-	-	4,336,852
Equity funds	4,680,639	-	-	4,680,639
International equity funds	1,973,764	-	-	1,973,764
Mutual funds - held by ACF	<u>-</u>	<u>85,937</u>	<u>-</u>	<u>85,937</u>
Total investments	10,991,308	85,937	-	11,077,245
Beneficial interest in perpetual trust	-	-	389,733	389,733
Other assets	<u>-</u>	<u>18,500</u>	<u>-</u>	<u>18,500</u>
	<u>\$10,991,308</u>	<u>\$ 104,437</u>	<u>\$ 389,733</u>	<u>\$11,485,478</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.

<u>Contents</u>	<u>Page</u>
Financial Trends	49
These schedules contain trend information to help the reader understand how the District's financial performance and well-being have changed over time.	
Revenue Capacity	52
These schedules contain trend information to help the reader assess the District's most significant local revenue source, the property tax.	
Debt Capacity	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.	
Demographic and Economic Information	64
These schedules offer demographic and economic indicators to help the reader understand the environment within which the District's financial activities take place.	
Operating Information	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 POSITION BY COMPONENT
Last Ten Fiscal Years

	2013/14 (3)	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06 (2)	2004/05 (1)
Net Investment in capital assets	\$ 86,471,782	\$ 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
Restricted - expendable	1,310,624	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
Restricted - nonexpendable	516,894	536,143	555,540	581,183	608,637	617,676	559,175	553,992	554,901	542,806
Unrestricted	20,110,656	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
Total net position	\$ 108,409,956	\$ 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

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.

Note 3: Balances prior to FY 2013/14 have not been adjusted for the implementation of GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*.

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

	2013/14	2012/13	2011/12	2010/11	2009/10 (1)	2008/09	2007/08	2006/07	2005/06	2004/05
Operating expenses:										
Educational and general:										
Instruction	\$ 17,783,284	\$ 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
Public service	1,499,841	1,319,994	468,221	417,983	422,084	445,716	482,123	469,694	427,283	536,325
Academic support	4,211,551	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
Student services	5,886,627	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
Institutional support	8,759,934	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
Operation and maintenance of plant	6,177,478	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
Scholarships	8,180,284	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
Auxiliary enterprises	1,472,356	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
Depreciation	5,780,151	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
Other	-	68,974	42,246	-	-	-	-	-	-	-
Total operating expenses	59,751,506	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
Operating revenues:										
Tuition and fees pledged as security for revenue bonds	8,799,116	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
Bookstore income	211,418	216,100	212,952	99,668	105,060	127,093	127,202	122,752	109,525	112,407
Food service sales pledged as security for revenue bonds	-	-	-	40,077	33,454	189,630	196,719	185,637	256,930	270,131
Dormitory rentals pledged as security for revenue bonds	619,166	609,362	661,380	706,427	615,223	311,967	308,994	253,497	289,668	262,246
Other	1,069,747	1,545,639	991,467	990,130	865,619	802,981	883,519	969,866	1,343,169	1,251,091
Total operating revenues	10,699,447	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
Operating loss	(49,052,059)	(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)
Nonoperating revenues (expenses):										
Property taxes	45,571,425	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
Government grants	13,241,015	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
State appropriations	893,900	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
Share of state sales taxes	597,221	533,514	524,433	504,545	525,705	575,637	645,345	661,207	527,127	505,338
Private grants and gifts	761,844	841,367	710,239	866,820	691,196	368,773	1,036,345	258,992	358,063	297,474
Investment earnings	91,630	61,214	100,030	96,181	85,984	327,532	726,726	958,016	817,166	399,527
Interest expense on debt	(1,695,668)	(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)
Settlement of litigation	-	-	-	1,800,000	-	-	-	-	-	-
Gain (loss) on disposal of capital assets	8,389	2,432	17,477	1,395	3,590	1,035,796	-	(2,911)	(6,007)	-
Total nonoperating revenues	59,469,756	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
Income before other revenues, expenses, gains or losses	10,417,697	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
Capital appropriations	248,600	-	-	-	-	-	703,900	678,500	686,900	683,800
Capital grants and gifts	475,770	4,136	505,035	-	318,368	65,182	2,798,621	45,410	-	-
Increase in net position	\$ 11,142,067	\$ 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

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
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	43,278,034	43,278,033	1
2013/14	43,747,725	43,747,724	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.

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
2004/05	\$ 31,323,257	\$ (139,478)	\$ 31,183,779	\$ 30,320,499	96.80%	\$ 847,807	\$ 31,168,306	99.95%
2005/06	33,058,979	(169,159)	32,889,820	32,138,159	97.21%	740,738	32,878,897	99.97%
2006/07	35,442,857	(168,597)	35,274,260	34,480,667	97.29%	782,914	35,263,581	99.97%
2007/08	38,171,659	(193,765)	37,977,894	36,874,670	96.60%	1,086,403	37,961,073	99.96%
2008/09	40,572,257	(132,085)	40,440,172	38,855,855	95.77%	1,556,302	40,412,157	99.93%
2009/10	42,031,687	(114,803)	41,916,884	40,105,227	95.42%	1,777,052	41,882,279	99.92%
2010/11	43,495,629	(98,545)	43,397,084	41,545,863	95.52%	1,808,037	43,353,900	99.90%
2011/12	43,804,957	(83,029)	43,721,928	41,965,795	95.80%	1,688,063	43,653,858	99.84%
2012/13	45,420,203	(157,267)	45,262,936	43,997,586	96.87%	1,142,078	45,139,664	99.73%
2013/14	45,703,933	(14,661)	45,689,272	44,576,740	97.53%	-	44,576,740	97.57%

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				
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%
2013/14	1,819,990,776	325,100,587	87,538,236	2,232,629,599	2.0468	19,088,929,991	11.70%

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
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
2013/14	2.0468	2.9084	0.3351	1.6000	0.0622	16.2403	1.1401	7.8940

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
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	3,187,577,677	1.2046	38,397,561	3,350,111,921	.1563	5,236,225
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
2013/14	2,232,629,599	1.8241	40,725,397	2,279,676,521	.2227	5,076,840

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

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

Taxpayer	2013 Primary Assessed Valuation	Rank	Percent of Yavapai County's 2013/14 Primary Assessed Valuation	2004 Primary Assessed Valuation	Rank	Percent of Yavapai County's 2004/05 Primary Assessed Valuation
Phelps Dodge Bagdad Copper Company	\$ 146,649,680	1	6.57%	\$ 18,349,323	3	1.09%
Arizona Public Service	87,066,710	2	3.90%	53,754,190	1	3.21%
Transwestern Pipeline Company	31,600,298	3	1.42%	6,107,119	9	0.36%
Phoenix Cement Co. / Salt River Materials	24,927,738	4	1.12%	-	-	
Unisource Energy Corporation	15,204,320	5	0.68%	-	-	
Drake Cement	11,949,882	6	0.54%	-	-	
Burlington Northern Santa Fe Railroad	10,625,479	7	0.48%	9,808,241	5	0.59%
El Paso Natural Gas Company	8,943,116	8	0.40%	9,753,662	6	0.58%
Qwest	8,606,911	9	0.39%	22,459,991	2	1.34%
TWC II - Prescott Mall LLC	5,074,990	10	0.23%	9,641,505	7	0.58%
Salt River Pima-Maricopa Indian Community	-	-	-	17,311,688	4	1.03%
Tucson Electric Power Company	-	-	-	8,873,118	8	0.53%
Cyprus Bagdad Copper Company	-	-	-	4,944,022	10	0.29%
Total Top Ten	<u>\$ 350,649,124</u>		<u>15.73%</u>	<u>\$ 161,002,859</u>		<u>9.60%</u>

Source: Yavapai County Assessor.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
 TUITION SCHEDULE
 Last Ten Fiscal Years

Fiscal Year	Annual Tuition Rates (1)	Tuition per Credit Hour
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
2013/14	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. For FY 2013-14, tier 1 classes were \$78 per credit hour and tier 2 classes were \$87 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)
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	46,329,967	420,000	14,082,639	1,787,090	62,619,696	1.04%	297
2011/12	42,615,307	-	13,225,308	260,918	56,101,533	0.90%	265
2012/13	38,567,403	5,000,000	12,332,977	118,471	56,018,851	0.90%	263
2013/14	34,439,498	4,725,000	11,405,646	40,505	50,610,649	0.75%	235

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 67 for data.

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

	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05
Secondary Assessed Value	\$ 2,279,676,521	\$ 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
Legal Debt Margin										
Debt limit - 15% of secondary assessed value	341,951,478	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
Amount of debt applicable to debt limit:										
General obligation bonded debt	(32,670,000)	(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)
Legal debt margin	\$ 309,281,478	\$ 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
Total general obligation bonded debt as a percentage of legal debt limit	9.55%	10.11%	9.80%	8.74%	8.25%	8.98%	12.50%	16.34%	19.54%	23.07%

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	Net Bonded Debt	Percentage of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
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	46,329,967	1,171,570	45,158,397	1.35%	213.87
2011/12	211,888	2,753,690,772	42,615,307	945,695	41,669,612	1.51%	196.66
2012/13	212,637	2,414,825,073	38,567,403	947,064	37,620,339	1.56%	176.92
2013/14	215,133	2,279,676,521	34,439,498	964,317	33,475,181	1.47%	155.60

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 67 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

Fiscal Year	Principal	Interest	Total Debt Service	Total Operating Expenses/ Expenditures	Percentage of Debt Service to Operating Expenses/ Expenditures
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%
2013/14	3,940,000	1,109,600	5,049,600	59,759,430	8.45%

Source: District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
 COMPUTATION OF DIRECT AND OVERLAPPING DEBT
 GENERAL OBLIGATION BONDS

June 30, 2014

Jurisdiction	Debt Outstanding
<u>Direct Debt:</u>	
Yavapai County Community College District	\$ 32,670,000
Total direct debt	32,670,000
<u>Overlapping Debt(1):</u>	
School Districts	113,315,000
City of Prescott	520,000
Total overlapping debt	113,835,000
Total direct and overlapping debt	\$ 146,505,000

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		
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
2013/14	10,751,131	1,190,000	656,981	1,846,981	5.82

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 and revenue bond issued June 13, 2013.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
 ECONOMIC INDICATORS FOR YAVAPAI COUNTY
 June 30, 2014

Employment by Sector	Employees
Trade, Transportation and Utilities	12,100
Education and Health Services	10,600
Government	10,000
Leisure and Hospitality	8,100
Mining and Construction	4,500
Manufacturing	3,300
Other Services	3,300
Professional and Business Services	2,900
Financial Activities	1,600
Information	600

Employment by Occupation	Percent of Total
Office and Administrative	15.2%
Sales and Related	12.0%
Food Preparation and Serving Related	11.7%
Education, Training, and Library	7.3%
Transportation and Material Moving	6.3%
Healthcare Practitioners and Technical	6.1%
Construction and Extraction	5.8%
Other	5.6%
Management	4.8%
Installation, Maintenance, and Repair	4.3%
Production	3.9%
Building, Grounds and Maintenance	3.8%
Personal Care and Service	3.6%
Protective Service	3.6%
Healthcare Support	3.5%
Business and Financial Operations	2.5%

Unemployment Rate 7.1%

Labor Force 91,447

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 2013/14			FY 2004/2005		
	Employees	Rank	Percent of Total County Employment	Employees	Rank	Percent of Total County Employment
Yavapai County	1,424	1	1.56%	1,213	1	1.48%
Yavapai Regional Medical Center	1,353	2	1.48%	730	4	0.89%
Veterans Medical Center	932	3	1.02%	550	6	0.67%
Cyprus Bagdad Copper Mine	876	4	0.96%	535	7	0.65%
Verde Valley Medical Center	839	5	0.92%	351	10	0.43%
Humbolt Unified School District	644	6	0.70%	-	-	-
Sturm Ruger & Company	631	7	0.69%	1,176	2	1.44%
Walmart	585	8	0.64%	410	8	0.50%
Yavapai College (1)	560	9	0.61%	831	3	1.02%
State of Arizona	558	10	0.61%	330	11	0.40%
Prescott Unified School District	-	-	-	573	5	0.70%
City of Prescott	-	-	-	385	9	0.47%
Total	8,402		9.19%	7,084		8.65%

Source: District and the listed employers records.

Note 1: For FY 2004-05 the District reported the number of employees on a head-count basis and for FY 2013-14 the District reported the number of employees on a full-time equivalent basis.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
 MISCELLANEOUS STATISTICS
 June 30, 2014

Established	July 1, 1966
Geographical Location	West Central portion of Arizona
County Seat	Prescott

Population	2000	2010	2013
Yavapai County	167,517	211,144	215,133
State of Arizona	5,130,632	6,392,017	6,626,624

Age Distribution*	% of Total
0-14	14.3%
15-24	10.1%
25-44	18.1%
45-64	30.4%
65+	27.1%

Population Composition *	% of Total
<u>RACE</u>	
White	79.9%
Hispanic	14.0%
African American	0.8%
Native American	2.1%
Asian or Pacific Islander	1.1%
Other	2.1%
TOTAL	100.0%

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 Income (amounts expressed in thousands)	Per Capita Personal Income (1)
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
2013/14	215,133	6,759,031	31,418

Source: Bureau of Economic Analysis and US Census Bureau

Note 1: Personal Income and Per Capita Personal Income were not available for fiscal year 2013/14. 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
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%	40.2%	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%
2013/14	20.0%	80.0%	44.0%	56.0%	85.9%	11.4%	2.6%	0.1%

Fiscal Year	Degrees Awarded	Certificates Awarded
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
2013/14	536	933

Fiscal Year	Age		Ethnic Background					
	Median	Mean	American Indian	Asian American	Hispanic	African American	White	Other/Unknown
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%
2013/14	25	33	2.0%	0.9%	12.4%	0.9%	53.3%	30.5%

Source: District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
 HISTORIC ENROLLMENT
 Last Ten Fiscal Years

	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05
Headcount	11,518	11,764	11,616	12,973	13,493	14,139	15,582	16,312	15,936	13,398

FTSE by Campus	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05
Prescott	1,446	1,479	1,605	1,894	2,396	2,317	2,137	2,096	1,942	1,882
Verde	278	289	337	453	652	690	658	685	687	621
Sedona	21	42	25	40	90	102	107	135	129	125
Prescott Valley	208	175	198	220	265	330	307	316	260	289
Chino Valley	79	101	106	120	108	114	113	117	120	121
Elderhostel (1)	-	-	-	-	-	-	-	72	112	95
CTEC (2)	305	250	196	152	138	137	111	-	-	-
Online (3)	1,162	1,143	1,095	915	-	-	-	-	-	-
Dual enrollment	331	321	245	200	140	170	167	125	33	4
Other (4)	173	184	167	212	131	25	90	71	69	94
Total District	4,003	3,984	3,974	4,206	3,920	3,885	3,690	3,617	3,352	3,231

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

	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05
Faculty										
Regular	106	111	111	107	104	104	101	102	97	97
Adjunct (1)	99	97	405	394	448	476	523	474	330	342
Staff										
Regular	297	298	295	303	334	329	318	317	284	307
Temporary (1)	58	58	119	119	160	182	180	177	188	198

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	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05
Computers and Peripherals	\$ 1,196,160	\$ 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
Network Equipment	2,359,675	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
Audio Visual Equipment	831,455	755,579	624,112	503,250	396,971	175,567	480,767	481,299	506,007	541,896
Office Equipment & Furniture	4,435,695	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
Software	2,149,148	2,149,148	2,149,148	2,149,148	2,022,682	1,918,654	1,286,076	-	-	-
Vehicles	1,597,998	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
Intangibles	273,587	273,587	273,587	273,587	273,587	-	-	-	-	-
Library Books	2,931,383	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
Buildings	146,564,885	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
Construction in Progress	6,072,505	3,515,542	22,042,850	4,427,807	613,644	2,927,638	834,346	12,239	7,779,699	18,097,827
Site Improvements	17,367,536	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
Land	5,415,888	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
	\$ 191,195,915	\$ 179,061,651	\$ 166,990,429	\$ 142,898,327	\$ 137,123,786	\$ 133,370,403	\$ 129,291,988	\$ 119,346,946	\$ 110,563,396	\$ 98,364,784

Source: District records.



A REPORT
TO THE
ARIZONA LEGISLATURE

Financial Audit Division

Report on Internal Control and Compliance

Yavapai County Community College District

Year Ended June 30, 2014



Debra K. Davenport
Auditor General

The **Auditor General** is appointed by the Joint Legislative Audit Committee, a bipartisan committee composed of five senators and five representatives. Her mission is to provide independent and impartial information and specific recommendations to improve the operations of state and local government entities. To this end, she provides financial audits and accounting services to the State and political subdivisions, investigates possible misuse of public monies, and conducts performance audits of school districts, state agencies, and the programs they administer.



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Yavapai County Community College District
Report on Internal Control and Compliance
Year Ended June 30, 2014

Table of Contents	Page
Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Basic Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	1
Schedule of Findings and Recommendations	3
District Response	7
 Report Issued Separately	
Comprehensive Annual Financial Report	



DEBRA K. DAVENPORT, CPA
AUDITOR GENERAL

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL

MELANIE M. CHESNEY
DEPUTY AUDITOR GENERAL

**Independent Auditors' Report on Internal Control over Financial Reporting and on
Compliance and Other Matters Based on an Audit of Basic Financial Statements
Performed in Accordance with *Government Auditing Standards***

Members of the Arizona State Legislature

The Governing Board of
Yavapai County Community College District

We have audited the financial statements of the business-type activities and discretely presented component unit of Yavapai County Community College District as of and for the year ended June 30, 2014, which collectively comprise the District's basic financial statements, and have issued our report thereon dated December 12, 2014. Our report includes a reference to 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 U.S. generally accepted auditing standards 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 Yavapai College Foundation were not audited in accordance with *Government Auditing Standards*, and accordingly, this report does not include reporting on internal control over financial reporting or instances of noncompliance associated with the Yavapai College Foundation.

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 basic 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.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies, and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as described in the accompanying Schedule of Findings and Recommendations, we identified certain deficiencies in internal control that we consider to be material weaknesses.

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 District's basic financial statements will not be prevented, or detected and corrected, on a timely basis. We consider the deficiencies described in the accompanying Schedule of Findings and Recommendations as items 2014-01, 2014-02, and 2014-03 to be material weaknesses.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the District's basic 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 tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Yavapai County Community College District's Response to Findings

Yavapai County Community College District's responses to the findings identified in our audit are presented on pages 7 through 9. The District's responses were not subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we express no opinion on them.

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 District's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Jay Zsorey, CPA
Financial Audit Director

December 12, 2014

Yavapai County Community College District
Schedule of Findings and Recommendations
Year Ended June 30, 2014

2014-01

The District should improve access controls over its information systems

Criteria: The District's information technology (IT) systems process and store information and data that is vital to its daily operations. Therefore, the District should have adequate written internal control policies and procedures to control access to its IT systems, including its network, system software, and system information and data.

Condition and context: The District did not have adequate policies and procedures in place to limit logical access to its IT systems. Specifically, auditors noted that there were inappropriate generic access accounts, a large number of administrator access accounts that various employees could use, and terminated employees who could still gain access to the District's network. In addition, one financial system user was found to have excessive access that exceeded what was needed to perform his job duties. Also, the District did not always retain documentation for granting system access, ensuring that the authorized access was compatible with an employee's job responsibilities, and ensuring that the access granted agreed with the access requested. Further, the District did not have policies and procedures in place for removing access or monitoring user activities, including those users with elevated system access, and for periodically reviewing user access to ensure access is needed and compatible with employees' job responsibilities. Finally, the District did not have adequate written policies and procedures for password protection for its financial information system and network.

Effect: There is an increased risk that the District may not adequately prevent or detect unauthorized access, use, damage, loss, or manipulation of programs, information, data, including sensitive and confidential information and systems.

Cause: The District does not have sufficient policies and procedures and lacked detailed instructions for employees to follow for granting and reviewing access to its IT systems.

Recommendation: To help prevent and detect unauthorized access to its IT systems and network and unauthorized use, damage, or loss of information and data, the District should establish policies and procedures that require:

- Performing a periodic, comprehensive review of all existing employee access accounts to help ensure that IT systems and network access granted is needed and is compatible with employees' job responsibilities.
- Reviewing all generic and administrator accounts on its IT systems to eliminate or minimize their use where possible.
- Documenting all requests and approvals of access granted to its IT systems and network. Access should be based on the employees' job responsibilities.
- Reviewing and monitoring the activity of users with elevated access for propriety.
- Strengthening account passwords.
- Removing employees' IT systems and network access immediately upon their terminations.

Yavapai County Community College District
Schedule of Findings and Recommendations
Year Ended June 30, 2014

2014-02

The District should improve its information systems change management process

Criteria: The District's IT systems process and store information and data that is vital to its daily operations. Therefore, the District should have adequate written internal control policies and procedures to track and document changes made to its IT systems, including its network, system software, and system information and data.

Condition and context: The District did not have adequate written policies and procedures to document, test, review, and monitor modifications made to its IT systems. Specifically, the District's current processes do not prevent or detect unauthorized changes to its IT systems and do not require implemented changes to be evaluated against planned outcomes. While the District has a process to track changes made to its IT systems, all other changes to hardware, software, and the network are currently not tracked and are excluded from the change management process. In addition, the District did not ensure adequate separation of system change management responsibilities so that no one person had complete control over the process. Several users had the ability to approve system changes and implement them in the system without an independent review of the changes. Further, the District's change management process was missing other key components, such as procedures to verify changes were in accordance with best security practices, documentation of emergency and custom changes to its systems, procedures to fix changes that didn't work properly, and including all IT systems in its configuration change management process.

Effect: There is an increased risk that changes to the IT systems and data could go undetected or have unintended results without proper documentation, authorization, review, testing, and approval prior to implementation.

Cause: The District does not have sufficient policies and procedures and lacked detailed guidance for employees to follow for making changes to its IT systems.

Recommendation: To help prevent and detect unauthorized modifications to its IT systems, network, hardware, software, and system information and data, district policies and procedures should include requirements for:

- Tracking and reconciling all changes to IT systems, network, hardware, software, and system information and data.
- Separating the responsibilities for developing and implementing changes from the responsibilities of authorizing, reviewing, testing, and approving changes for implementation.
- Documenting all changes to the IT systems and ensuring that changes are authorized, reviewed, tested, and approved prior to implementation. Also, changes should also be evaluated against planned outcomes.

Yavapai County Community College District
Schedule of Findings and Recommendations
Year Ended June 30, 2014

2014-03

The District should improve its policies and procedures over its information technology systems

Criteria: The District's IT systems process and store information and data that is vital to its daily operations. Therefore, the District should have adequate written internal control policies and procedures over the governance of its IT systems. This would include areas such as accessing and monitoring of the IT network, managing employee-owned electronic devices connecting to the network, managing vendors, IT training, and employee access to the Internet.

Condition and context: The District did not have sufficient written policies and procedures over IT security and management. In addition, these policies and procedures were not consistently communicated to staff and properly monitored to ensure compliance. Specifically, the District did not have adequate policies and procedures for the following:

- Logging and monitoring user activity on its IT systems and networks.
- Monitoring employee-owned electronic devices that access the District's network and data. The District does not have a policy addressing employees using their own electronic device, such as a tablet, computer, or phone to connect to the district network. However, the District allows the use of electronic devices but does not have a process to approve and monitor the use of these devices and does not provide guidance to its employees to ensure they understand what constitutes proper and improper security and use of the devices and the District's information and data.
- Maintaining acceptable use requirements and employee guidelines addressing the security of District's information, data, and resources, such as the Internet and the District's social media pages.
- Providing continuous IT training for the District's IT staff and security awareness training for all district staff.
- Communicating its IT policies and changes in IT policies to its employees.
- Properly managing its IT vendors, such as providing guidance for procurement of IT vendor services that require consideration of IT risks, costs, benefits, and technical specifications; monitoring of vendors to ensure conformance with district contracts; and ensuring sensitive data is properly secured and protected.

Effect: There is an increased risk that unauthorized users or inappropriate access to the network may occur and that confidential information and data may be inappropriately shared or manipulated.

Cause: The District does not have sufficient policies and procedures and lacked detailed instructions for risks that affect IT systems and networks.

Recommendation: To help prevent and detect unauthorized or inappropriate access to its IT systems and network, the District should strengthen its existing information security and management policies and procedures. The District's IT policies and procedures should conform to IT standards and best practices. These procedures should include requirements for:

Yavapai County Community College District
Schedule of Findings and Recommendations
Year Ended June 30, 2014

- Logging and monitoring key activities to ensure that only authorized access is allowed to the District's IT systems and networks, including vendors.
- Monitoring employee-owned electronic devices that access the District's network and system information and data. Developing and maintaining IT security policies that include guidelines for managing personal electronic devices and acceptable use of district IT resources, including the Internet and social media.
- Providing continual training for the District's IT staff, as well as mandatory, periodic, district-wide training for all employees on IT policies and procedures and security awareness.
- Communicating district IT policies and changes in IT policies, when they occur, to all employees.
- Monitoring of IT vendor's performance to ensure conformance with district contracts and securing and protecting sensitive information and data from the IT vendors.

DISTRICT RESPONSE

January 26, 2015

Ms. Debbie Davenport, Auditor General
State of Arizona, Office of the Auditor General
2910 N. 44th Street, Suite 410
Phoenix, AZ 85018

Dear Ms. Davenport:

The accompanying corrective action plan has been prepared as required by Government Auditing Standards. Specifically, we are providing you with the name of the contact person responsible for the corrective action, the corrective action planned, and the anticipated completion date for the audit findings included in the Schedule of Findings and Recommendations for the fiscal year ended June 30, 2014.

Sincerely,

Clint Ewell, Ed.D.
Vice President, Finance & Administrative Services

**Yavapai County Community College District
(Yavapai College)
Corrective Action Plan
Year Ended June 30, 2014**

2014-01

The District should improve access controls over its information systems

Patrick Burns, Chief Information Officer
Anticipated completion date: June 2015

Corrective Action Plan:

The District agrees with the findings related to its information systems and concurs with the recommendations. The following remediation efforts are underway: periodic reviews of all users to ensure that only appropriate access is provided; generic and administrator accounts are reviewed, reduced, and are actively monitored; documentation of all access requests and approvals will be recorded and will be germane to job responsibilities; account provisioning and maintenance processes will be updated and passwords will adhere to IT best practices.

2014-02

The District should improve its information systems change management process

Patrick Burns, Chief Information Officer
Anticipated completion date: June 2015

Corrective Action Plan:

The District agrees with the findings related to its information systems and concurs with the recommendations. The following remediation efforts are underway or completed: recommendations were included into the existing change management process for the ERP system including the separation of responsibilities for authorizing, reviewing, testing, approving, and implementing changes; material changes to systems and data (including hardware, software, and network) will be documented and monitored.

2014-03

The District should improve its policies and procedures over information technology

Patrick Burns, Chief Information Officer
Anticipated completion date: June 2015

Corrective Action Plan:

The District agrees with the findings related to its information systems and concurs with the recommendations. IT policies have been updated or created in accordance to the recommendations. The following remediation efforts are underway: enhanced systems are being implemented to monitor/log of key activities to ensure only authorized access; new processes and procedures related to monitoring of employee-owned devices are being implemented; new mechanisms are being developed to deliver training to District employees related to security awareness and IT policies and procedures; new procedures are being developed to ensure continuous IT training for District IT employees; procedures related to IT vendor management are being constructed to further protect the District's data and interests.



Presenter : Patricia McCarver

Start Time : 1:36 PM

Item No : 16

Proposed By : Patricia McCarver

Time Req : 15

Proposed : 1/15/2015

Item Type : Information Item

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

Description : Sabbatical Report From Joy D'Angelo, Professor of Business and Program Director of Fast-Track Management Program - INFORMATION AND/OR DISCUSSION

Details : Joy D'Angelo, Professor of Business and Program Director of Fast-Track Management Program, was awarded a sabbatical during Fall Semester 2013 and Spring 2014 to attend Northcentral University to pursue a Doctorate in Business Administration. Obtaining this degree will contribute to Yavapai College's initiative of providing excellence in teaching and learning. Her sabbatical presentation will include:

- Fast-track Management Program
- Personal Leadership Strategies

Attachments :

Title	Created	Filename
dangelo sabbatical 2 3 15.pdf	Jan 27, 2015	dangelo sabbatical 2 3 15.pdf



Sabbatical Report

Spring, 2014 Semester

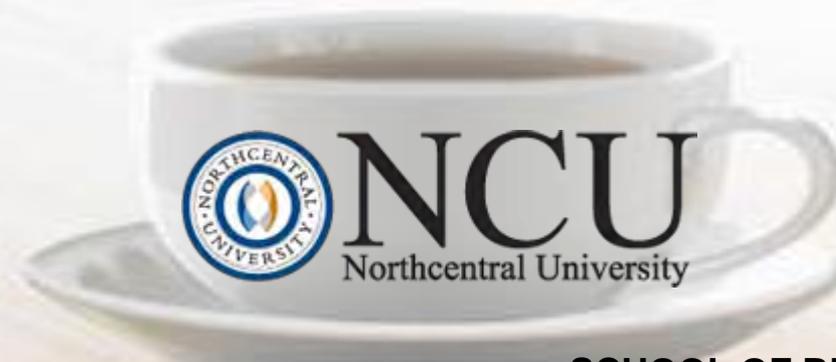
Joy D'Angelo, MBA
Doctoral Candidate-ABD
Business Professor &
Program Director, Fast-Track Management Program

Sabbatical Goals

- Register as a full-time doctoral business student
- Update academic experience to my corporate business experience
- Upgrade subject matter expertise

Sabbatical Activities

- Completed remaining 18 doctoral credits
- Passed comprehensive final exam in business administration
- Earned *Doctoral Candidate-ABD* title and inducted into the Northcentral University Honor Society



**SCHOOL OF BUSINESS AND
TECHNOLOGY MANAGEMENT**



**Accreditation Council for
Business Schools & Programs**

Sabbatical Activities

- Started Dissertation Track: The Impact Generation Y Workers Have Made On The Workplace: A Research Study Through the Human Resource Lens
- D'Angelo, J.A. (April 2014). *Leadership & Communication Skills*. Prescott Area Leadership symposium, Prescott, AZ.



Impact at YC

- Enhancement of the Fast-Track Management Program



MANAGEMENT CERTIFICATION

fast-track management program

Sharpen Your Professional Edge

- **Build Managerial Skills, Confidence & Professional Recognition**
- **100% online courses in a seven-week format**
- **Accredited & Affordable**

spring 2015 courses

Spring 1: January 12 - March 2

- BSA120 Principles of Supervision (CRN11192)
- BSA132 Ethics (CRN11019)
- BSA220 Principles of Management (CRN11020)
- BSA223 Human Resource Management (CRN11021)
- BSA230 Marketing (CRN11022)
- BSA233 Business Communications (CRN11023)

Spring 2: March 16 - May 2

- BSA120 Principles of Supervision (CRN11024) *Hybrid/on-campus/Prescott
- BSA140 Human Relations (CRN11025)
- BSA229 Management Problems (CRN11026)
- BSA233 Business Communications (CRN11027)

Fast-Track Degree Options

- BSA131 Introduction to Business (CRN11028) Spring 2
- BSA231 Social Media Marketing (CRN11193) Spring 2

Yavapai COLLEGE



YC 075-15

 Like us on Facebook!

www.yc.edu/fast-track or 928.776.2343

 yc.edu

Impact at YC

- D'Angelo, J.A. (June 2014). *Personal Leadership Strategies*. Arizona Women in Higher Education state conference, Northern Arizona University, Flagstaff, AZ.
- D'Angelo, J.A. (October 2014). *Be The Leader Organizations Are Looking For: Leadership Strategies for the Millennial Generation*. Maripai Hall, Yavapai College, Prescott, AZ.





Thank you for supporting the YC Faculty Sabbatical Program

Honorable governing board members, Dr. Wills, Dr. Gillespie, Dr. Blacklaw, Retired Business Dean Roberts, Professor Jolaine Jackson, my business division colleagues that taught courses in my absence, the Faculty Association, Professional Growth Committee and many others.

Presenter : Patricia McCarver

Start Time : 1:51 PM

Item No : 17

Proposed By : Patricia McCarver

Time Req : 25

Proposed : 1/14/2015

Item Type : Information Item

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

Description : Information from the President to Include: Community Outreach Newsletter; Yavapai College Dashboard Article in "Business Officer"; FY 2014 Financial Review; Arts and Humanities Program; On-Site Career and Technical Education Civil Rights Compliance Review; Verde Valley Executive Dean's Advisory Committee Update; College Highlights; Facilities Management News; and Other Related Issues - INFORMATION AND/OR DISCUSSION

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

- Community Outreach Newsletter
- Yavapai College Dashboard Article in "Business Officer" - Authored by Dr. Clint Ewell and Tom Hughes
- FY14 Financial Review - Dr. Clint Ewell, Vice President for Finance and Administrative Services, and Frank D'Angelo, Controller
- Arts and Humanities Program
- On-Site Career and Technical Education Civil Rights Compliance Review
- Verde Valley Executive Dean's Advisory Committee - James Perey, Executive Dean, Verde Valley Campus
- College Highlights - February 2015 - Attached - Information Only
- Facilities Management News - Attached - Information Only
- Other Related Issues

Attachments :

Title	Created	Filename
Community Outreach Newsletter.pdf	Jan 30, 2015	Community Outreach Newsletter.pdf
Dashboard Article.pdf	Jan 30, 2015	Dashboard Article.pdf
Financial Review FY 2013-14 (CAFR).pdf	Jan 30, 2015	Financial Review FY 2013-14 (CAFR).pdf
February 2015 College Highlights.pdf	Jan 30, 2015	February 2015 College Highlights.pdf
February 2015 YAVAPAI COLLEGE Facilities Management News.pdf	Jan 30, 2015	February 2015 YAVAPAI COLLEGE Facilities Management News.pdf

Yavapai College President's Semi-Annual Message

January 29, 2015

Dear Friends,

Welcome to the Spring 2015 semester! Hope your year is off to a great start. As promised, here's a brief overview of what's new with Yavapai College. If there's anything that you want to know more about, we'd be happy to meet with your group and answer your questions. Call Karen Jones at 776-2307 to invite a Yavapai College rep to one of your meetings.

The big news for community colleges and their students is President Obama's proposal for two years of free community college tuition for American workers. We're certainly intrigued by this proposal and look forward to learning more in the months ahead. As U.S. News & World Report noted following the State of the Union address, "It's too early to tell exactly how the president's plan will turn out, and funding remains a big question mark."

Of more immediate interest are our four new certificate programs that promise to serve both the education and economic needs of Yavapai County residents. The YC District Governing Board has unanimously approved certificate programs in Culinary Arts Fundamentals, Hotel and Restaurant Management, Enology, and Integrated Systems Engineering Technician. All are scheduled to start in the fall 2015 semester, and the first three will be administered from the college's Verde Valley Campus in Clarkdale. Many of the required courses will be available online for students throughout the district. Integrated Systems Engineering Technician, because of its technology and equipment requirements, will be based at the college's Career and Technical Education Center (CTEC) near the Prescott airport. In the works is a proposal for a Digital Media Institute that would be housed on the Verde Valley Campus. We plan to present the proposal to the Board in the next couple of months.

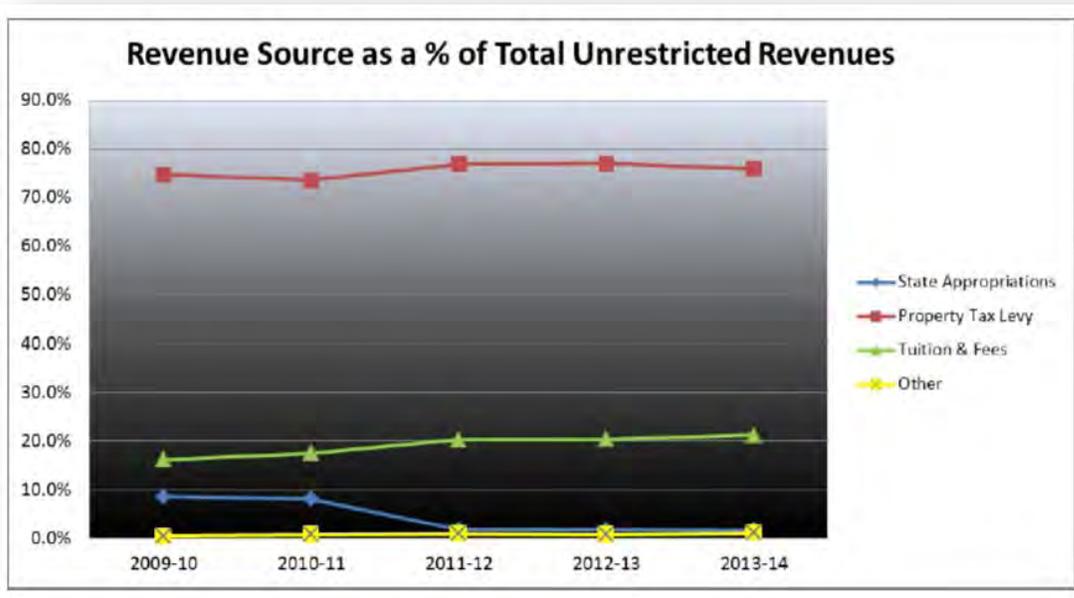
Meanwhile, overall YC enrollment in for-credit classes for the spring semester is down slightly, which we attribute to changing county demographics and an improving economy. On the positive side, 79% of our students report that Yavapai College was their first choice for college. A few other interesting facts:

- The average age of YC for-credit students (i.e., not counting OLLI and Community Ed students) is 36; by comparison, the average student age at community colleges nationwide is 28, according to the Center for Community College Student Engagement at the University of Texas—Austin.
- 79% of YC students attend part-time; and
- 67% of full-time/first-time degree/certificate-seeking students receive some form of financial aid.



The College now has 28 degree or certificate programs that can be completed entirely online. And, yes, our online enrollment is growing. More information is available online at <http://www.yc.edu/academics/degrees-and-certificates/>.

The preliminary state budget that Gov. Ducey introduced could lower Yavapai College's State support to less than 1% of our total budget. In response to previous reductions in State support, Yavapai College has reduced its operating costs, which are below the national average community college cost per student.



At the same time, we have protected the taxpayer-approved capital investment in our college with a rigorous preventive maintenance program that extends the life of our facilities and lowers taxpayers' total costs of ownership. Nonetheless, we may have to consider other ways of increasing revenue for FY 2016 in order to meet residents' education, economic and cultural needs while maintaining a balanced budget.

Earlier this month, Yavapai College received an unqualified financial audit opinion from the Arizona Attorney General's office for FY 2014. This is an important endorsement of our commitment to responsible fiscal stewardship.

Research conducted in Verde Valley communities by our Regional Economic Development Center (REDC) shows that occupations that have experienced the greatest increase in demand in recent years are production and machine installation and repair jobs (11% increase); jobs in the health care field (8% increase); and jobs related to tourism (17% increase). Employer demands in these three sectors speak to skills that Yavapai College is addressing through short-

term certificates and local credentials that build upon one another. This approach gives students the opportunity to begin working in their career field while increasing their educational attainment through accessible, short-term credentialing.



The YC District Governing Board is preparing its first annual report for distribution within the next month. It covers the 2014 calendar year and provides a good overview of Board operations, goals and related achievements. I'll be sure to send you a copy when it's ready.

The University of Arizona has selected YC's Chino Valley Center as the venue for an agricultural trial to see if this is a good area for summer spinach growing. Chino Valley Farms is also participating in the project, which is part of the largest spinach-growing trial in Arizona. This provides a viable research project for the spring/summer terms for the Chino Valley research garden, and it fits well with all the learning outcomes of our agriculture program.



We've prepared some new YC enrollment ads featuring our students and grads (i.e., your neighbors) sharing personal stories of how YC has helped them succeed and save money in the process. The new ads are now showing on Yavapai County cable TV systems and in the Harkins Theaters in Prescott Valley and Sedona and at The Picture Show theater in Prescott. [Click here](#) to see a sample 30-second ad on YouTube.

In March we're hosting a couple of academic/economic events worth noting. The Verde Valley SciTech Expo returns to the YC Verde Valley Campus on Friday, March 27. The event brings together businesses with students of all ages to promote science, technology, engineering, art and math education. On Saturday, March 28, the YC CTEC center presents "Get into Energy Day" for people who are interested in training for well-paying careers in the energy industries.

Those are the headlines. Once again, if there's anything here that you want to know more about, call Karen Jones at 776-2307 to invite us to one of your meetings. We look forward to working with you throughout the coming academic year.

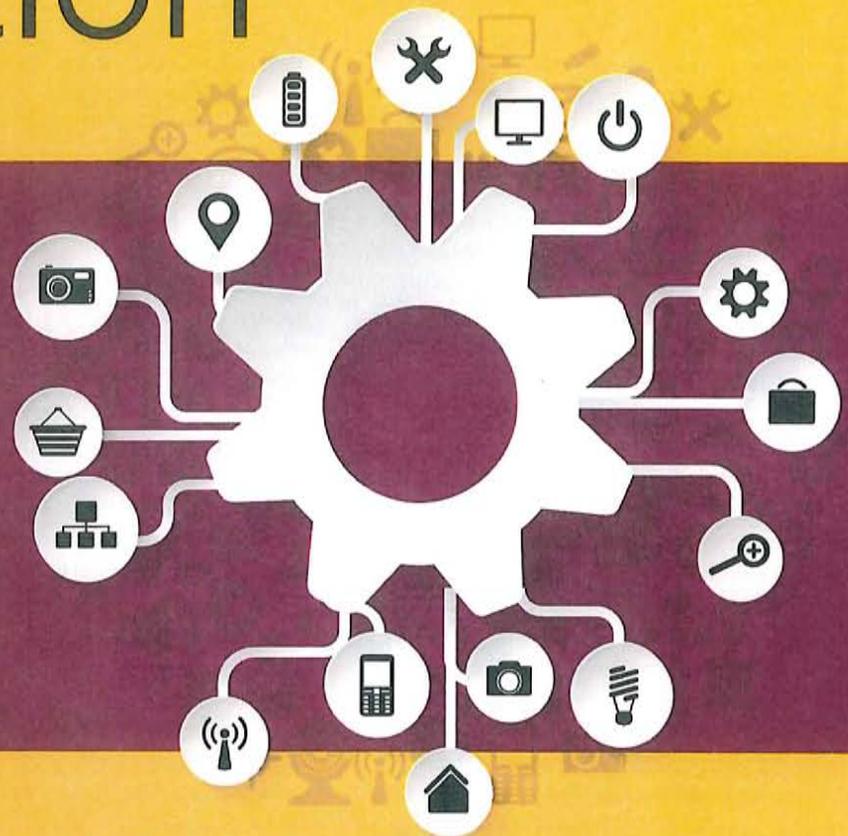
Sincerely,

Dr. Penny Wills
President, Yavapai College

Dashboard Distillation

Yavapai College's award-winning Web-based reporting tool extracts finance, student, and human resources data that make it easier for stakeholders to connect costs with productivity.

By Clint Ewell and Tom Hughes



How would things work if you could predict the answers to various financial "what-if" scenarios? At Yavapai College, a community college in Prescott, Ariz., we can. To make informed decisions, our leaders use our Instructional Cost Dashboard, a Web-based business intelligence tool that calculates discipline-level instructional cost data, subsidy data, and faculty productivity data. The dashboard has helped us to reallocate costs, determine tuition pricing, make adjustments to class capacities, inform staffing decisions, plan programs, report profit and loss, and spark entrepreneurial ideas to generate revenue.

Honored with a NACUBO Innovation Award in 2014, the instructional dashboard can be applied to other institutions. Here are the details of its planning and implementation.

How It Works

The Instructional Cost Dashboard presents the Yavapai College (YC) instructional costs per student credit hour by discipline, using the methodology defined by the National Higher Education

Benchmarking Institute's *Kansas Study of Community College Instructional Costs and Productivity*.

In this way, we can compare our cost efficiency to that of nearly 350 of our national peers. In most cases, the dashboard will also indicate why our costs vary from the national norm: usually because of the faculty carrying load (student credit hours per semester); the number of nonfaculty instructional support staff; or the proportion of credits taught by adjunct instructors.

In addition to the national costs data, Yavapai College has integrated into the model the variable revenues per student credit hour (primarily tuition, fees, and state appropriation), so that we can easily see which disciplines are financially self-sustaining and which are being subsidized. The model graphically presents a side-by-side comparison of the 10 disciplines with the highest subsidies and the 10 disciplines that are the least efficient compared to our national peers (see figures 1 and 2).

Because there is a high level of replication, the lists often present the college with opportunities to reduce subsidies by learning how our national peers manage costs for a particular discipline, rather than by simply raising tuition or fees.

Everyday Examples

The dashboard creates a transparent source of information that we can use to inform difficult reallocation discussions. Rather than mandating across-the-board cuts, we now can focus our cost-reduction efforts more productively.

Here are several examples that demonstrate how we put the dashboard into action:

Hiring more adjunct instructors.

Recently, one of our full-time faculty members retired. Per the dashboard, the retiree's discipline received a \$450,000-per-year subsidy (revenue, minus expense) and a \$350,000 premium (YC cost, minus national average cost). Since we had a reasonable ratio of adjunct and full-time professors for this discipline, we decided to backfill the retiree's teaching load with adjunct instructors. This will reduce our cost premium for this discipline, compared to our national peers, by approximately \$50,000 per year.

Reducing cost premiums. We recently investigated our discipline with the largest subsidy. To no one's surprise, this allied health discipline had a high subsidy, with instructional costs well beyond the variable revenue. However, according

to the dashboard, we were operating this discipline less efficiently than our national peers. Our new program director has changed faculty load to be more in alignment with national norms, which has already begun to lower our costs.

Through attrition, we have also been able to reduce the total size of the program, while still meeting the workforce training needs of our district. So far, these changes have allowed us to reduce our cost premium for this discipline by \$150,000 per year compared to our national peers.

Keeping cost premiums to maintain quality.

We also investigated one of our science disciplines that was operating at a substantial cost premium compared to our national peers. After further discussions with the faculty members and their dean, we learned we were using a relatively unusual combined lecture-lab pedagogy, which helped students immediately apply what was being learned in the lecture. We decided that, in this case, the cost premium was a good value, and we did not make any operational changes.

Determining tuition and fees. First a quick disclaimer: Yavapai College no longer establishes course or program fees. We have moved to differentiated tuition, with

three primary levels and a handful of disciplines that charge market-based pricing. Tier 1 is general education, Tier 2 is lab courses, and Tier 3 is allied health and career technical education.

The dashboard has the ability to generate a variety of reports, some of which have columns for student credit hour; profit or subsidy per student credit hour; and cost premium (compared to national average) per student credit hour—with each discipline listed on a consecutive row. By grouping disciplines into their Tier 1, Tier 2, or Tier 3 pricing levels, we can examine how efficiently we are managing the tier, compared to the national norm. If we are less efficient, we are less likely to raise the price of that tier. Instead, we would rather improve how we are managing the costs of those disciplines.

Rather than across-the-board price increases, we have started to tailor price increases based on revenue needs, discipline efficiencies, and market conditions.

Faculty Now Pay Attention

At first, faculty and instructional staff did not pay much attention to the dashboard. However, once it became apparent that its data was being used to make budget decisions, people started to kick the tires, and in some cases question the methodology

FIGURE 1 High-Subsidy Disciplines

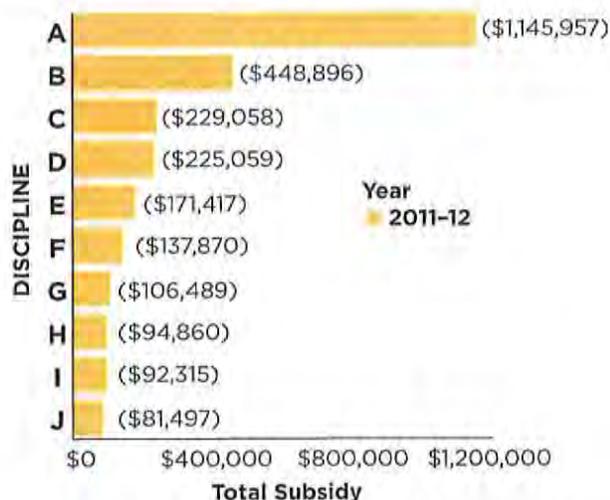


FIGURE 2 Least Efficient Disciplines



Source: Yavapai College and the *Kansas Study of Community College Instructional Costs and Productivity*

What-If Scenarios: Pick One

The table illustrates potential cost savings and subsidy reductions, depending on the options chosen.

TABLE Optional Scenarios and Their Impact on a Discipline's Costs

Total student credit hour 2,652	(Subsidy) Gain / student credit hour \$9	Total (Subsidy) gain \$23,271	
Cost savings	Student credit hour at national average (\$29,313)	Part-time staffing at national average \$22,689	
Cost savings		Increase part-time staffing by 10% \$14,712	Reduce sections for 90% fill rate (\$1,454)
Subsidy reduction	Increase tuition by \$1 \$2,652	Increase tuition by 10% \$17,768	Increase class capacity by one (assumes full sections) \$7,370
Avg. no. of students	Discipline 23	Full-time faculty 29	Part-time faculty 11

Source: Yavapai College, Prescott, Ariz.

- If faculty for this discipline were loaded at the national average load, this would cost Yavapai College an additional \$29,313.
- If this academic discipline's part-time faculty staffing aligned with the national average, YC would save \$22,689.
- For every \$1 increase in tuition, the subsidy for this discipline would be reduced by \$2,652.
- Increasing the class capacity by one (assuming the section is full) reduces the subsidy by \$7,370.
- At the current faculty/staffing pattern, the discipline's average class size needs to be at 23 to break even. For sections taught by part-time faculty, the average class size needs to be 11 students to break even.

and the data. With faculty and staff input, we discovered and resolved some bugs, and we now have accurate, reliable data. The discussion has now moved from denying the data to understanding what the data really mean, and what actions, if any, are appropriate.

The methodology used to create the dashboard—considering revenues, costs, and productivity—has seeped into our culture and is now part of how we consider new programs. For example, our community has expressed interest in a culinary program, which can be a very costly investment both in initial capital outlay and in annual operating costs. As part of his due diligence, the dean of this area requested Kansas Study instructional cost data. (As a Kansas Study participant, we have access to all of the data collected—not to just the disciplines for which we provided data.)

With increased understanding of instructional cost drivers, the dean proposed starting a hospitality degree program, which has much lower operating costs and

no capital costs. As part of the program, we can offer a culinary certificate that YC will provide by renting high school culinary kitchens and using adjunct instructors during the pilot phase of the program.

In another new program example, dashboard methodology helped us think creatively to build a new viticulture and enology program, which will meet community workforce needs. With the help of our foundation, we made a \$3.2 million investment in a teaching winery and estate vineyard to support the resurgence of the wine industry in the Verde Valley region of northern Arizona.

At first, we were concerned about the initial capital outlay compared to the projected number of students to be served. But as our financial modeling process matured, we included all the variable revenues, which in this case included not only tuition and state appropriation, but also the sale of the wine. Our models forecast that this program will be not only

financially self-sustaining (i.e., cover its instructional costs), but will also generate enough revenue to pay back the initial capital outlay over time.

Without the dashboard methodology, we probably would have pursued a much more modest scope for this program.

Step-By-Step Instructions

Building an instructional cost dashboard requires a crossfunctional team of professionals with skills in programming, database administration, and business intelligence or reporting software proficiency. Also necessary is detailed knowledge of the institution's finance system, payroll system, human resources data, chart of accounts, and student information system.

To successfully implement an instructional cost dashboard, your institution must be willing to commit the necessary personnel and financial and technology resources to generate a

What's Behind the Dashboard?

Here are the answers to four common questions about the Instructional Cost Dashboard:

- **How long did the dashboard take to create?** In 2010, Yavapai College began participating in the National Higher Education Benchmarking Institute's *Kansas Study of Community College Instructional Costs and Productivity*. Initially, we used Excel spreadsheets to capture and analyze the data. In 2011, we decided to automate the process and make it available as a Web-based, interactive tool. Development took approximately three months, with roughly 75 percent of the programmer's time.
- **Why focus on instruction?** According to the Delta Cost Project, instruction is the largest NACUBO functional cost category across the spectrum of higher education institutions, from research universities to community colleges.

There are many ways to measure costs in higher education. Some researchers would advocate for a cost model that includes operating and capital expenses. Some methodologies, as used by the Delta Cost Project, exclude capital, focusing specifically on education and general costs. However, when trying to attribute education and general costs to individual schools or disciplines, institutions must make many assumptions about how to accurately distribute the noninstructional costs.

For that reason, a group of four-year schools came

together in the late 1990s and agreed upon a cost analysis methodology that focused solely on instructional labor costs. Presented as the *Delaware Study*, this methodology was replicated in 2004 by a group of community colleges and is designated as the *Kansas Study of Community College Instructional Costs and Productivity*.

- **Where does dashboard data originate?** Yavapai uses Ellucian's Banner software. The college's revenue, cost, and productivity data come from the following modules: finance, human resources, and student. Benchmark data comes from the aggregate final reports provided as a benefit of participating in the Kansas Study.

- **What's the relationship to the Kansas Study?** The Kansas Study (sometimes referred to as the National Community College Cost and Productivity Project) is a national cost and productivity project and accordingly has standardized definitions and methodology to ensure that participants are reporting data in a consistent manner. The dashboard's relationship with the Kansas Study is twofold: YC's instructional cost data follow the Kansas Study methodology, and the Kansas Study's aggregate data are the sole source for all benchmark comparisons. (For more on the benchmarking studies, go to <https://ncccpp.org/about-us/index>.)

return on your investment. We suggest implementing the dashboard in stages—the first version of the dashboard does not need to include every data element to be a useful tool.

Our dashboard was a true team effort. Our leaders supported the vision to create a cost dashboard, the office of institutional effectiveness and research led the programming, and the budget office helped to navigate the complex finance and human resources data tables and to validate that costs were accurately attributed to disciplines per Kansas Study methodology.

A successful implementation involves six steps:

1. Involve the right people with the right skill sets and experience.
2. Participate in the Kansas Study. Through this process, the institution will learn how and where its cost-related data is stored. As a result, expect to make changes or corrections to the way expenses are categorized.

3. Build data tables to store institutional discipline and cost data.

4. Build data tables to store Kansas Study benchmark data.

5. Write queries in the reporting tool to extract data and produce summarized information. We developed our dashboard using Cognos, an IBM business intelligence solution.

6. Share dashboard results with faculty and academic managers to validate the data. If necessary, make corrections. To be accepted and used by faculty, academic managers, and administrators, data and information from the dashboard need to be transparent.

What Next?

Our current efforts revolve around educating academic managers and faculty to ensure that they understand and are comfortable using the dashboard data to inform decision making. While we have already incorporated the dashboard into several college processes—including budgeting, new programming, and tuition

setting—we are exploring whether it may become part of the academic program review process.

We are also discussing expanding the dashboard to monitor noncredit instructional costs and noninstructional costs, although no related national benchmarks for community colleges exist at this time.

With the new economic reality in postsecondary education created by state disinvestment, now, more than ever, easy and quick access to relevant cost data is necessary for informed decision making.



CLINT EWELL (left) is vice president of finance and administration services, and

TOM HUGHES is director of institutional effectiveness and research, Yavapai College, Prescott, Ariz.

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tom.hughes@yc.edu

Financial Review FY 2013-14

Overview of Yavapai College
Certified Annual Financial Report

YC

Yavapai College

February 2015

Page 174 of 282

Highlights of the CAFR Include:

- ▶ Unqualified Audit Opinion
- ▶ The Certificate of Achievement for Excellence in Financial Reporting award from GFOA
- ▶ Positive Financial Results

CAFR Financial Statements

- ▶ Statement of Net Position (Balance Sheet)
- ▶ Statement of Revenues, Expenses, and Changes in Net Position (Income Statement)
- ▶ Statement of Cash flows

Statement of Net Position

Net position = Assets – Liabilities

- ▶ Total Net Position increased by \$11.1M or 11.5% (\$108M)
- ▶ Unrestricted Net Position increased by \$2.8M or 16.0% (\$20.1M)
- ▶ Long-term debt decreased by \$5.4M.

Statement of Revenues, Expenses, and Changes in Net Position

The results either increase or decrease the District's Net Position

- ▶ **Revenues increased by \$604k**
 - Property taxes (new construction), tuition, and capital outlay monies
- ▶ **Expenses increased by \$1.7M**
 - Higher depreciation, annual salary and related fringe increases and more Pell awards made to students.
- ▶ **“Increase in Net Position” decreased by \$1.1M**

Statement of Cash Flows

- ▶ Net cash increased by \$2M
- ▶ Total cash and cash equivalents were \$27.8M

Ratio Analysis

- ▶ Annual HLC requirement – Four Financial Ratios
- ▶ Easy to display graphically
- ▶ Provides insight on the financial health of the District
- ▶ Benchmarking
- ▶ Trends are as important as the numbers

Primary Reserve Ratio

Viability Reserve Ratio

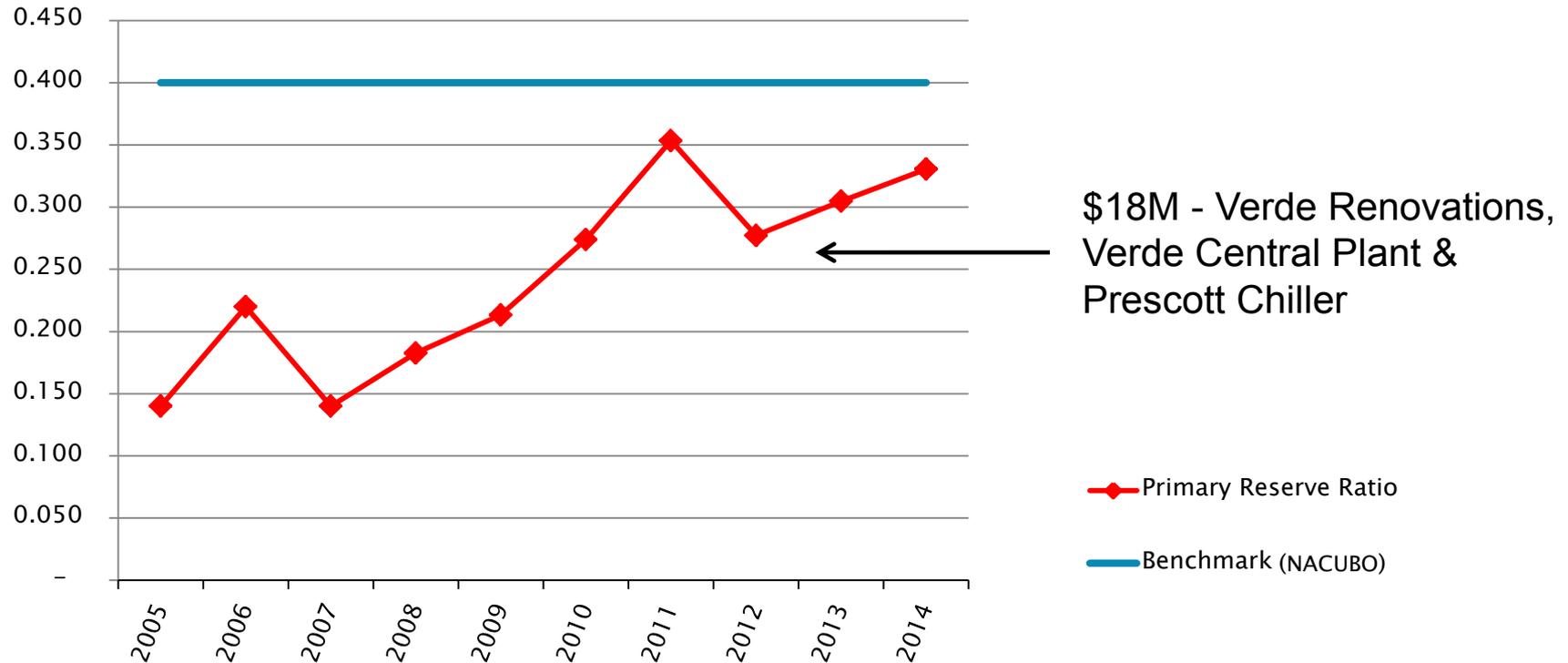


Return on Net Assets Ratio

Net Operating Ratio

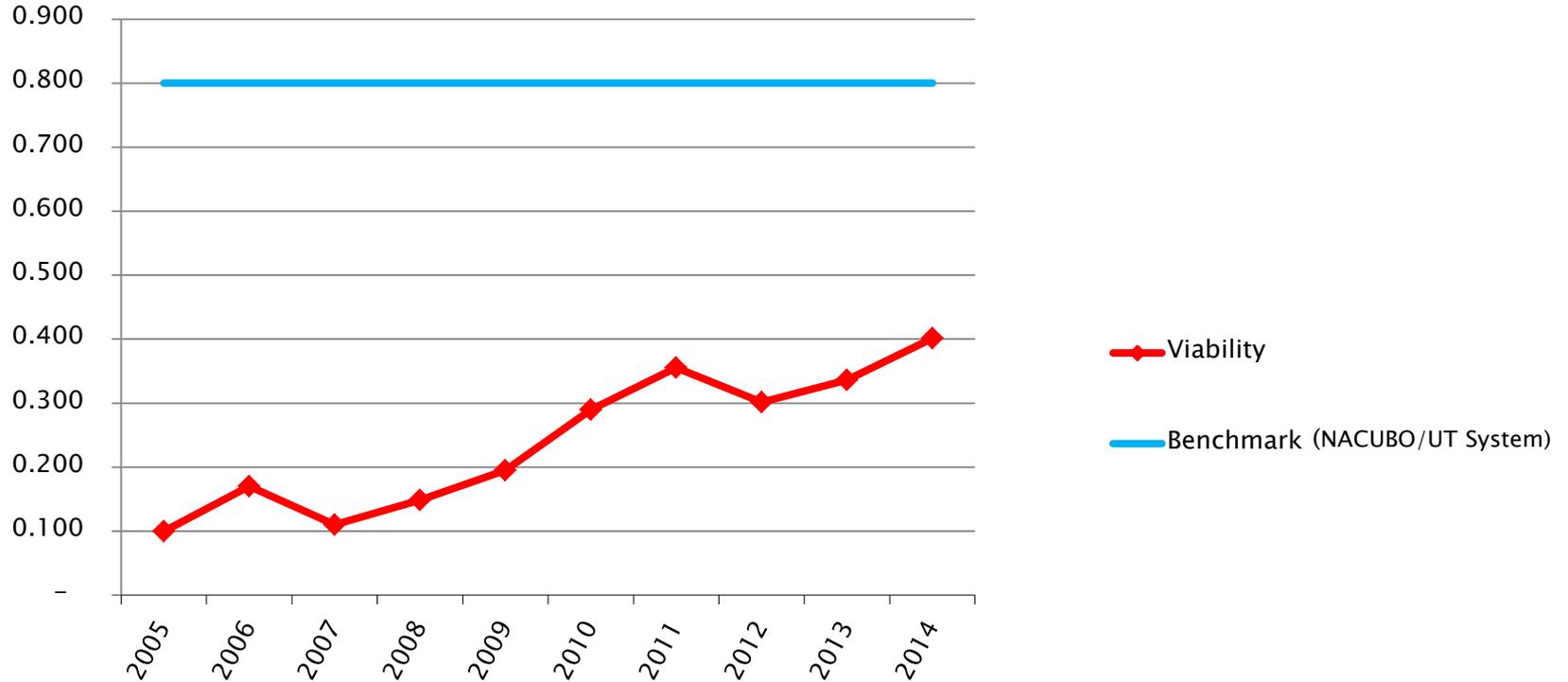
Composite Financial Index

Resource Sufficiency Primary Reserve Ratio



Primary Reserve Ratio - measures total available resources that an institution could spend on operations as a percentage of total expenses. This is the portion of an entire year the institution could meet financial obligations with assets readily available.

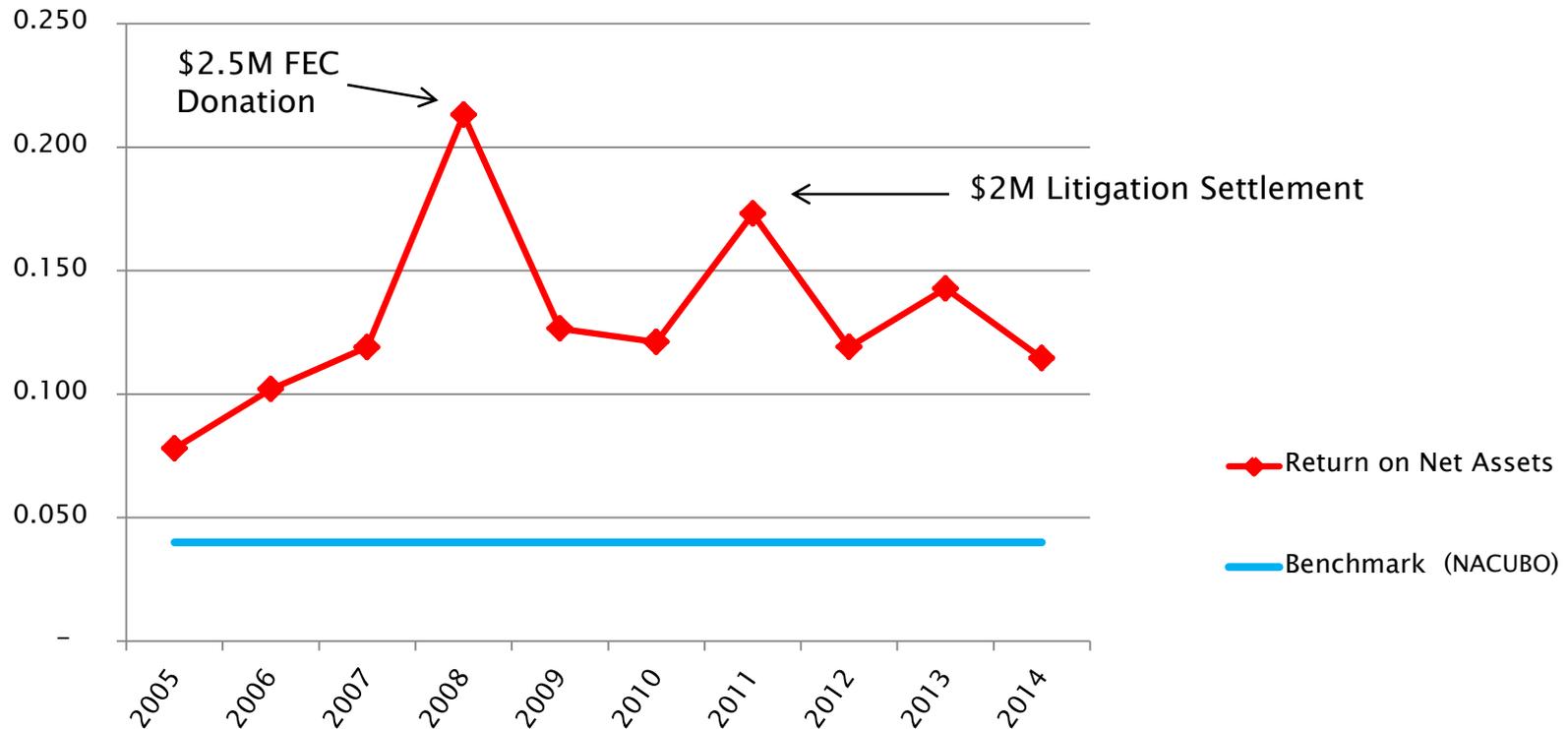
Debt Management Viability Ratio



Viability Ratio - measures capability to meet debt obligations with expendable assets. Also measures an institution's ability to fund new initiatives through debt and is a factor in determining the District's level of credit risk.

Asset Performance

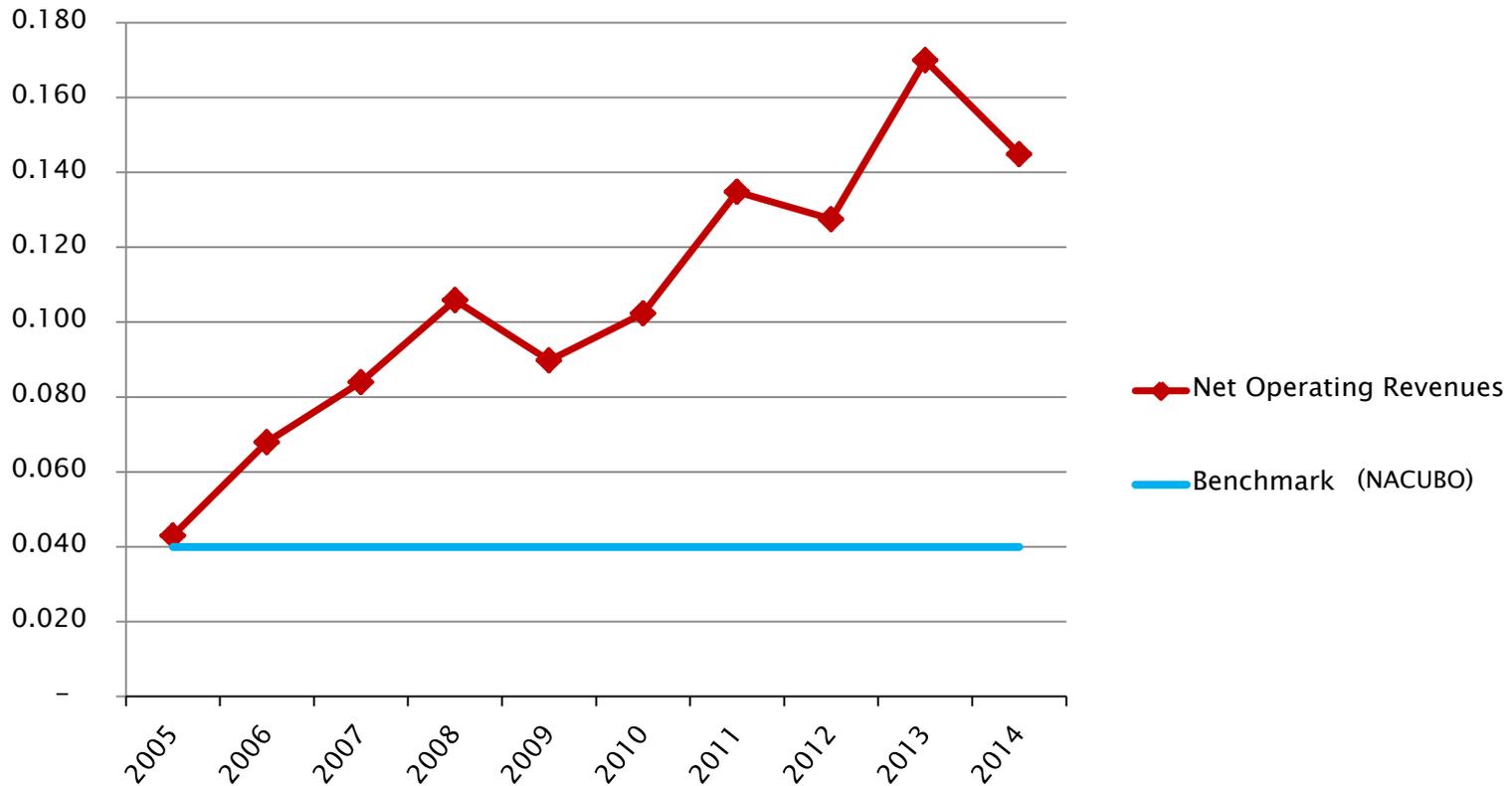
Return on Net Assets Ratio



Return on Net Assets - measures whether the District's assets (restricted and unrestricted) are increasing or decreasing.

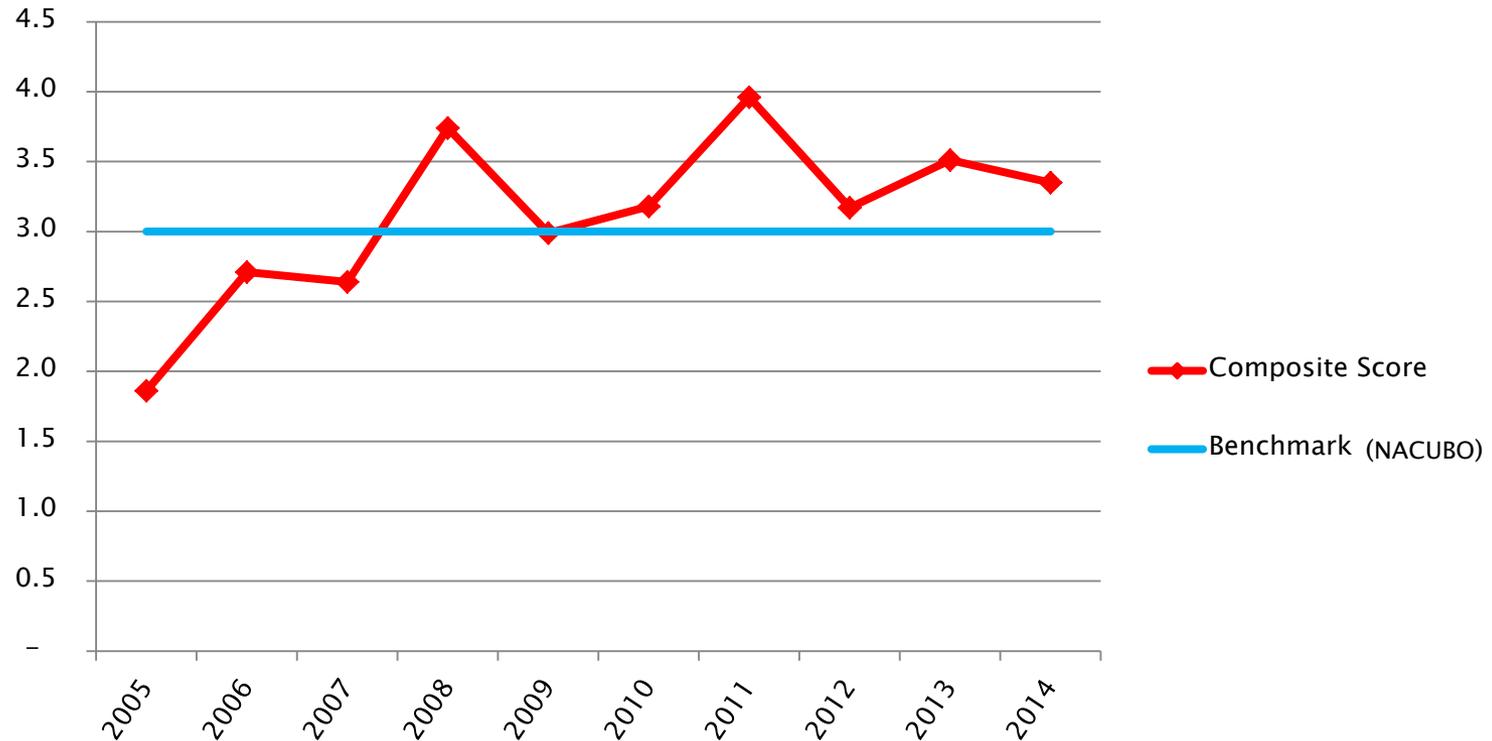
Operating Results

Net Operating Revenues



Net Operating Revenues Ratio - measures the ability of an institution to operate within available resources in basic day-to-day functions. It measures the surplus or deficit resulting from institutional operations.

Composite Financial Index



The CFI is a combination of the four core ratios using a prescribed weighting that is an indicator of the overall financial health of an institution. A CFI of 3 or greater generally indicates that an institution is in good financial health.

Questions ?

February 2015 College Highlights

Foundation Studies

- **Jason Whitesitt**, Professor of English and Humanities, and the College Honors Program Coordinator, is pleased to announce that The College Honors Program will be performing *Antigone*, a play by Sophocles. Students will perform at the Yavapai College Performing Arts Center on February 20th at 7:30 pm. The Honor students are traveling to Rome and Greece this spring, and have been using this play as a way to learn about the area. They are also using this play as a fundraiser for this educational trip. The students are working hard and would love to have support from the District Governing Board Members.

Sciences, Health and Public Services

- **Michael Pantalone**, Yavapai College Soccer Coach recently received the National Soccer Coaches Association of America's (NSCAA) Letter of Commendation at the annual convention in Philadelphia. This award is presented in recognition of an NSCAA member who clearly exceeds performance requirements, expectations and contributions beneficial to the NSCAA and soccer in the United States. Coach Pantalone is entering his 27th season as Yavapai College's first and only head soccer coach, and is a 38-year member of the coaches association. He holds the prestigious honor of the best winning percentage of any collegiate men's soccer coach (555-47-26/.904), and is the all-time leader in Junior College wins.
- **Scott Farnsworth**, Dean for Sciences, Health and Public Services reports the Yavapai College EMT and Paramedic program passing rates are at state average or above and our paramedic program exceeds both state and national averages.

Business, Education and Social Sciences

- **Robert Church**, Adjunct Administration of Justice Faculty, reports that 12 months ago he left his career as a police officer and accepted a position with the Arizona Department of Corrections as the Emergency Preparedness and Communications Manager. With his previous experience as a certified police officer, he was accepted into the Arizona Counter Terrorism Information Center's (ACTIC) Terrorism Liaison Officer (TLO) program and serves as the Department's terrorism liaison officer. As a result, he has access to a variety of intelligence briefs and bulletins, which he vets for appropriateness and disseminates information across all functional areas of the Department, helping to increase the Department's situational awareness as it pertains to homeland security issues. This is accomplished via a bi-monthly situational awareness bulletin that he authors and publishes. For his efforts, he received a special recognition award from Arizona Department of Corrections Director Charles Ryan at the Annual ADC Employees Award Ceremony held in Tucson in December. In addition to teaching Administration of Justice and Emergency Management classes here at Yavapai College, Northern Arizona University recruited him in October, and he is now teaching Emergency Management classes for NAU as well. For more information on the ACTIC's TLO program visit: <http://www.azactic.gov/>

- The Yavapai College Business Program was recently voted the best post-secondary program in the area by the readers of *Quad Cities Business News* in their first annual Quad Cities Best of Business program. A total of 109 categories were offered to readers who voted for their favorite by category on the *Quad Cities Business News* website during the contest period last summer through the end of September. *Quad Cities Business News* is a monthly publication with a total distribution of 13,000.
- **Le Anne Lawhead**, Professor of Early Childhood Education, was recently appointed to serve as the Vice President of Professional Development for the Arizona Association for the Education of Young Children. (AZAEYC). This organization serves as a state affiliate to the National Association for the Education of Young Children (NAEYC). This professional organization supports and advocates best practices in Early Child Education, both in higher education and for practitioners that serve infants through third grade. Yavapai College has an active student chapter of NAEYC that has gained national attention for their community service and on-going professional development opportunities. In addition, Professor Lawhead also reports that so far this academic year, our Yavapai College Raising a Reader (RAR) program has served over 500 families at nine sites participating in the communities of Prescott, Congress, Cottonwood, Prescott Valley, and Sedona. RAR's mission directly addresses Proposition 301 and the Move on When Reading mandate from the Arizona Legislature. It is preparing Yavapai County children to be successful in kindergarten AND beyond. RAR also connects early education sites with the Early Childhood Education Department of Yavapai College by recruiting scholarship participants and providing on-going professional development opportunities. Said one parent respondent on a recent RAR survey, "A child previously uninterested in books had his parents read all four books every night and continues to want books read every night since!"
- **Dr. Karly Way**, Professor of Sociology, Psychology, and Communication, was this year's winner of the Third Annual TeLS eLearning Award. The TeLS Department bases their selection on the following criteria: 1) innovation using digital content with successful course results; 2) sharing best practices within the college community; and, 3) continued effort in learning new skills in the practice of teaching and learning. Dr. Way was also a facilitator at this year's Winter Institute presenting "Leveraging Students' Afternoons Lost on YouTube: A Constructivist Approach to Online Course Design." Dr. Way was an "early adopter" of online course development and has been sharing her expertise with colleagues for more than a decade. As Dr. Way notes in her Winter Institute session synopsis, "It doesn't take Captain Obvious to know that life as a college student has changed dramatically over the last ten years. In this digital age of students Googling textbook terms they don't understand, consulting Wikis for their class assignments, and spending afternoons lost on YouTube, the ever-present challenge—as always—is how to engage students in meaningful ways, so that they process, learn and retain course content long after the semester ends."

Career and Technical Education

- Yavapai College recently received a small seed grant (\$12,000) from the Hagerty Education Program which will go towards the purchase of 4 critical pieces of equipment needed for the Auto Body and Paint program. The equipment will help

students fabricate parts that are hard to find for custom vehicle restoration. The Hagerty Education Program is in discussion with YC on providing dollars for students to intern in auto body shops at the local level. The students would receive paid internships with scholarship dollars from the Hagerty Education Program.

Arts and Humanities

- **Dr. Mary Ann Clark**, Comparative Religions Instructor, published a chapter, "Spiritual is Universal: Development of Black Spiritualist Churches," in *Esotericism in African American Religious Experience: "There Is a Mystery"* edited by Stephen C. Finley, Margarita Simon Guillory, and Hugh R. Page, Jr. Leiden: Brill, 2014.

Computer Technologies and Instructional Support

- **Scott Miller**, Professor of Computer Networking Technology, had his dual-credit networking technology students compete in the Air Force Association's CyberPatriot competition. In the competition, teams of two to six students from across the U.S., Canada and in Department of Defense schools across the world attempted to solve problems with a variety of computer and network systems. This competition is designed to attract students to careers in science, technology, engineering, and mathematics, or STEM, including cybersecurity specific fields and addresses an issue that is of national concern.

The dual-credit team of Prescott High School networking technology students took third place in the competition, and was able to advance to regionals in the Air Force Association's CyberPatriot competition. The top three teams in each region will advance to the national finals competition March 11-15 in Washington, D.C., to compete for both scholarships and the championship title.

Article in the Prescott Daily Courier

<http://dcourier.com/main.asp?SectionID=1&SubSectionID=1087&ArticleID=140801>

- The Great Ideas for Teaching Center (GIFT) Teaching & eLearning Support (TeLS) Department has adopted the Quality Matters (QM) program this year. We are now part of the Arizona QM Consortium, a group of most of our public colleges and universities. This nationally recognized organization supports the constant improvement of online course delivery using peer reviewing and QM certification of courses through application of a rigorous rubric focusing on course design.

Thirty-eight Yavapai College faculty members have successfully completed the basic course online and face-to-face training events. **Todd Conaway**, Instructional Designer, TeLS, **Thatcher Bohrman**, Instructional Technology Coordinator, TeLS, **Ruth Alsobrook-Hurich**, Video Game Development Director, and **Dr. Matt Percy**, Professor of Biology, have also completed the peer reviewer course which allows them to be part of review teams. Dr. Matt Percy has already completed his participation on a review team.

YAVAPAI COLLEGE FACILITIES MANAGEMENT NEWS

February 2015

Greetings from Facilities!

The February issue of this newsletter contains the latest information related to Facilities Management programs and projects along with general information concerning the 10 year campus master plan and subsequent capital improvements. If you have questions about any of the items listed, please e-mail me at david.laurence@yc.edu. The newsletter will also be posted on the Facilities web site.

College Wide Campus Master Plan

CTEC Classroom and Laboratory Renovation

Phase 1A of the Campus Master Plan is now in the construction stage for CTEC while minor construction continues in Buildings 1 and 3.

Phase 1 of construction at CTEC is underway for the new locations of the Automotive, Transmission, Motorcycle, Upholstery and Industrial Plant programs. A temporary wall has been constructed to enclose the southeast section of the building as a work zone so construction activities will have a minimal impact on neighboring academics. Saw cutting of the floor for new utilities and structural components occurred during the MLK holiday giving the ears of CTEC faculty and staff a rest. This phase of construction is scheduled to run through May 4, 2015. The second and third phases of construction will begin in March and May respectively, and conclude July 31, 2015.



Demolition Continues at the South Side of CTEC



Temporary Wall at Diesel

Building 1 University Transfer Center and Renovation/Building 3 Student Activity Center

The bulk of the construction for Buildings 1 and 3 is scheduled for March 6 through July 31, 2015 however; minor construction is under way in Building 3 related to the new 109 seat multi-purpose room and the student activity area.



Building 3 Room 119 Preparation for Demolition

If you would like more information about the campus master plan or implementation schedule, please go to <http://masterplan.yc.edu/> . This site is updated on a regular basis as new information concerning project progress becomes available.

CONSTRUCTION UPDATES

Sedona Center Parking Lot

Construction continues with the installation of light poles, landscaping and paving preparation. Weather permitting; paving is scheduled for the week of February 1. This project will add approximately 90 new parking slots and is scheduled to be complete by February 15, 2015.

Paving preparation continues for the new Arts Village Drive which is a joint venture between the College and Sathcupa, LLC, the owner of the Cultural Center. The new road will connect the Sedona Center with the parking lot and property further to the west and is scheduled to be complete in mid-February.



Sedona Site Lot Paving Preparation



Retaining Wall between New Lot and Highway 89



Installation of Base at Arts Village Drive and New Parking Lot Entry

Parking Lot Project

Michael Taylor and Associates

Project Manager: David Laurence

Arts Village Drive Improvements

Sathcupa, LLC / Eagle Mountain

McCarthy Building Companies

Verde Valley Campus Connecting Sidewalk

Grading, forming and sub-base are complete and steel is being installed for the new sidewalk connecting parking lot N with the Southwest Wine Center. The sidewalk is scheduled to be complete by February 15.



Performing Arts Center Elevator

Construction continues with the installation of masonry for the new shaft. Construction documents have arrived and additional structural work will occur during the month of February. The elevator project is scheduled for completion in July of 2015.



Location of New Elevator Shaft and Mechanical Room



Location of Elevator Cab Access Point and Temporary Exit Route

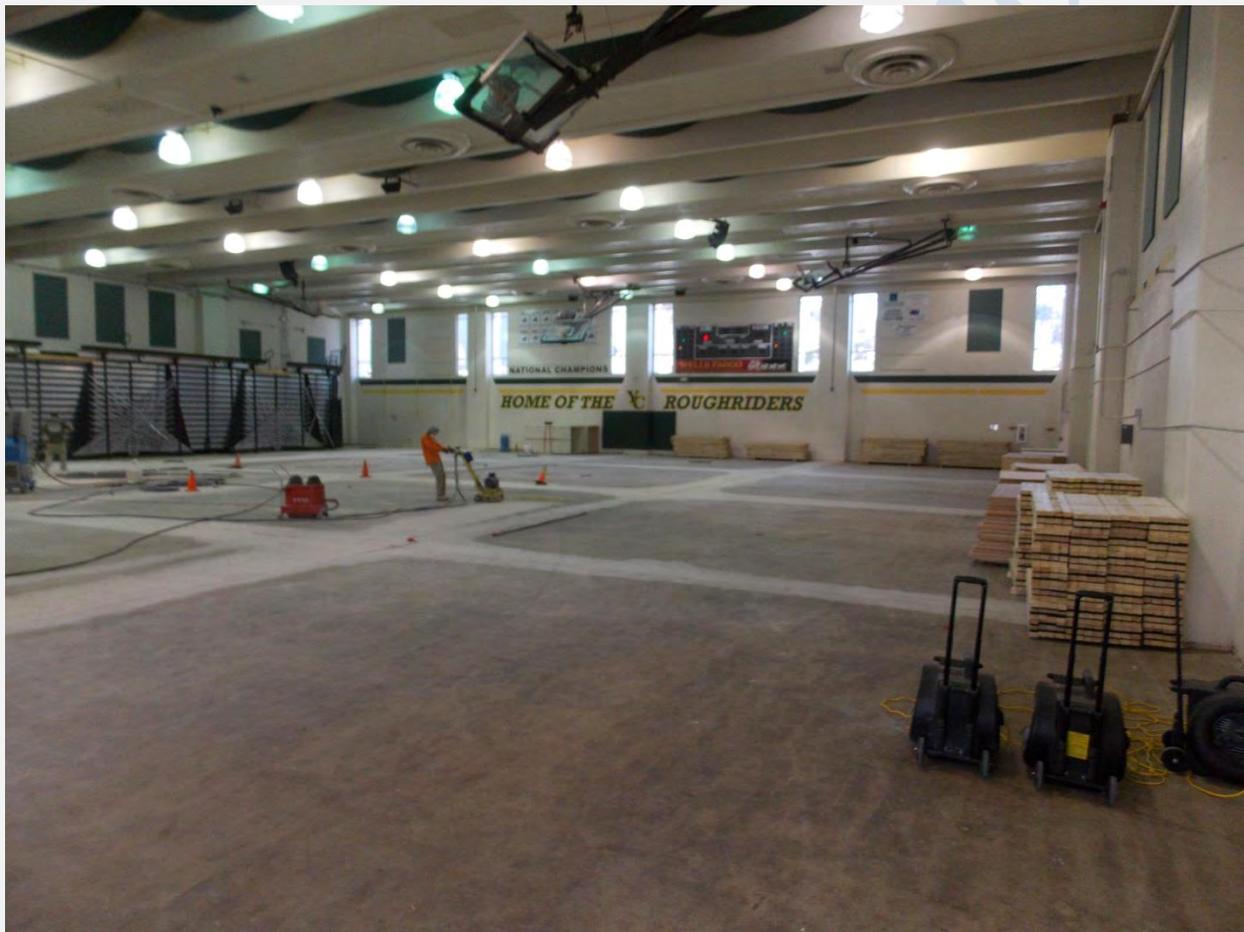
GLHN Architects and Engineers

Haley Construction, Inc.

Project Manager: David Laurence

Building 2 Gym Floor Storm Damage Update

The concrete is being milled in preparation for the new floor. Material has arrived on site and is being staged for installation. The floor will take six weeks to install so the completion date is scheduled to be March 15. Please stay tuned for Newsflash announcements and future editions of this newsletter for project updates.



Preparation for Replacement Gym Floor



Arrival of New Maple Flooring

Project Manager: James Crockett

Supai Demolition

Supai has been demolished, reduced to rubble and what could not be recycled, was hauled off. Please see the following pictures showing the demolition process.







Project Manager: Andrew Gilstrap

Kinney Construction Services

PREVENTIVE MAINTENANCE PROJECTS

In the September issue of this newsletter, it was discussed that major maintenance projects would be addressed as information concerning implementation becomes available. The College has selected Haley Construction to provide the services of a construction manager to schedule major maintenance work over the next three fiscal years. Some of the major projects identified during this fiscal year include:

- Domestic Water Line Replacemnt Building 2 – In Process
- Roof Replacement/ Stucco Repair/Exterior Painting of the Sedona Site – Design
- Roof Replacement Verde Valley Campus Building L – Complete
- ADA Parking Lot Modifications at the Verde Valley Campus – Design
- Roof Replacement of Building 2, Prescott Campus – Design

Pavement Rehabilitation, Sheldon to Low Water Crossing – Summer 2015
Major HVAC Replacement Building 3 – May/June 2015

EMERGENCY MANAGEMENT/SAFETY and HEALTH – Kenny Krebbs

In coordination with HR's First Fridays, there will be Community Emergency Response Training (CERT) offered for Building Captains and other college personnel interested in serving a role in emergency preparedness.

Please see below for information concerning upcoming CPR/AED training.

Sign up today for CPR Training

Friday, February 27th, from 9am-12pm or 1pm- 4pm

<http://training.yc.edu/>

Cardiopulmonary resuscitation (CPR) is a lifesaving technique useful in many emergencies, including heart attack or near drowning, in which someone's breathing or heartbeat has stopped. This CPR class is taught in a relaxed environment, fun and "entertaining". You will come away feeling confident in your ability to use your CPR Skills if an emergency occurs. We will cover Adult/Child/Infant CPR skills with AED as well as choking. Over 80% of heart attacks happen at home. The chance of you performing the skills on campus is a small percentage but performing the skills on a **friend and/or loved one** are huge!

FACILITIES MANAGEMENT NEW TEAM MEMBERS

There are no new team members for the month of January, however there are openings for replacement Coordinator, Loss Control and Risk Management, and Accounting Technician.

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.

Presenter : Patricia McCarver

Start Time : 2:16 PM

Item No : 18

Proposed By : Patricia McCarver

Time Req : 30

Proposed : 1/14/2015

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 Instruction and Student Services to Include:
Announcement of New Dean for Student Development; Reports from Faculty Senate; Student Leadership Council; Spring 2015 Enrollment Update; and Other Related Information - INFORMATION AND/OR DISCUSSION

Details : Dr. Stuart Blacklaw, Vice President for Instruction and Student Services, will present an update on the following:

- Announcement of New Dean of Student Development - Tania Sheldahl
- Faculty Senate - Vikki Bentz
- Student Leadership Council - Jose Labinino-Ramos, New Student Leadership Member in General Studies; Moriah Boone, Returning Student Leadership Member Working Toward an Associate of Arts; and Josh Schmidt, the Student Leadership Council (SLC) Faculty Coordinator
- 2015 Enrollment Update - Dr. Stuart Blacklaw
- Other Related Information

Attachments :

Title	Created	Filename
FA Presentation for DGB SP15.pdf	Jan 29, 2015	FA Presentation for DGB SP15.pdf
Student Leadership Council.pdf	Jan 30, 2015	Student Leadership Council.pdf
2015-02-03 Enrollment update.pdf	Jan 30, 2015	2015-02-03 Enrollment update.pdf



Faculty Association

An environment that fosters meaningful faculty input in management decisions involving curriculum, standards of instruction, scheduling and delivery, academic policies, granting of degrees, those aspects of student life which relate to the educational process and matters relating to faculty employment and welfare.

Shared Governance

Purpose & Responsibilities

- ❑ Participates in matters of educational policy such as **curriculum, methods and evaluation of instruction, facilities and materials for instruction, standards for admission and retention of students, and criteria for the granting of degrees.** It may also include those aspects of student life that relate to the educational process.
- ❑ Policy and procedures regarding faculty appointment and retention, job descriptions, compensation, and professional growth.
- ❑ Advises in the selection of deans and other principal academic administrative officers, and in the creation or abolition of their offices.
- ❑ The Faculty Association normally exercises the above powers through its representative body, the Faculty Senate.

The Faculty Association is represented by a Faculty Senate elected from its membership.

The Faculty Senate consists of the Officers of the Association and Senators elected at large by the voting members of the Faculty Association.

Officers

President:

Vikki Bentz, BESS (P)

President elect:

Dave Gorman, FNDD (P)

Past President:

Joan Fisher, FNDD (P)

Secretary:

Selina Bliss, SHPS (P)

Treasurer:

Nichole Wilson, BESS (P)

Senators

Jim Bostwick, FNDD (V)

Mike Davis, BESS (P)

Lori Isbell, FNDD (P)

Ron Luellen, TECH (CTEC)

Lauren McCrea, ARHU (P)

Josh Schmidt, SHPS (P)

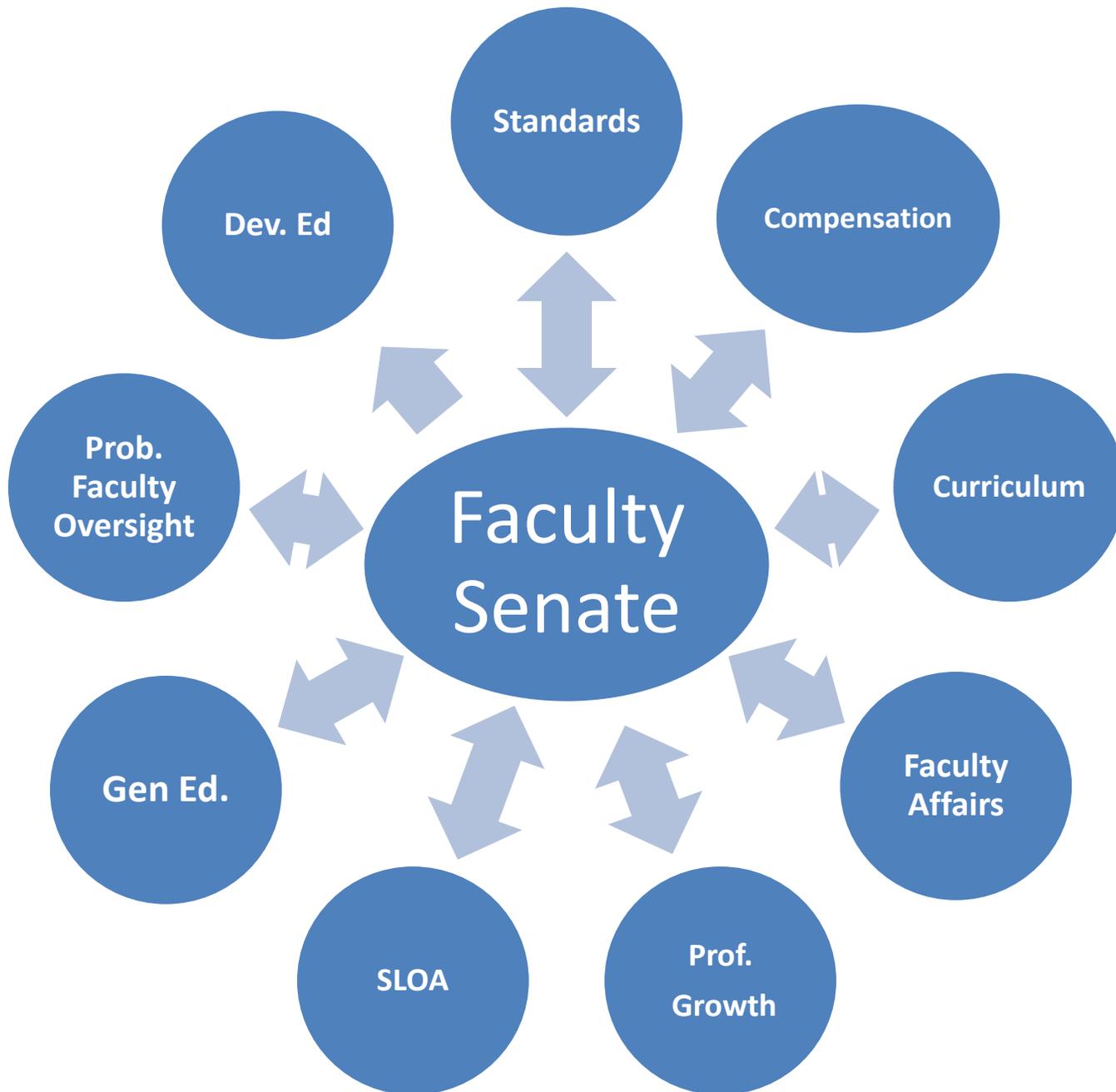
Robert Smith, TECH (CTEC)

Jason Whitesitt, FNDD (V)

Katie Windsor, SHPS (P)

Marnee Zazueta, TECH (C)

Organization



Purpose: To establish and maintain standards and recommend policies which will ensure the professional integrity of the curricula consistent with the college mission.

Activities:

- To recommend to the Office of Academic Affairs the approval of all new permanent courses, programs and degrees, as well as proposed deletions or changes of existing permanent courses, programs and degrees.
- To recommend to Faculty Senate changes in policy or procedure affecting curriculum.

Chair: Mark Balok, ARHU

Purpose: To recommend to the Faculty Senate modifications of policies, and to develop such new policies as may be necessary to promote excellence in scholastic affairs.

Activities: To review and make recommendations to the Senate concerning all procedures including but not limited to pre-registration, registration and graduation. The procedures include such matters as: (1) enforcing catalog provisions concerning graduation and the conferring of honors, (2) restricting student overloads, (3) setting and enforcing prerequisites for advanced courses, (4) setting and enforcing limits on class sizes, (5) disseminating to all concerned information about student eligibility, modifications of enrollment ceilings, and alteration of the printed schedule of classes.

Chair: Debbie Roberts, ARHU

Purpose: To ensure that all policies affecting faculty appointments and working conditions are consistent with the best interests of the faculty and the institution.

Activities: To review existing policy and recommend to the Faculty Senate changes in existing policy and to recommend new policy on matters affecting faculty appointments and working conditions.

Chair: Paul Smolenyak, FNDDT

Student Learning Outcomes Assessment

Purpose: To review and recommend college policies and procedures regarding assessment

Activities:

- Develop and maintain student outcomes assessment plan.
- Provide consultation and support for division deans and program assessment team leaders in the development, implementation, use and dissemination of student learning outcomes assessments.
- Evaluate and report on annual assessment
- Support student outcomes assessment activities among the faculty and the SLOA committee.

Chair: Molly Beauchman, FNDDT

Purpose: To oversee and promote high standards in the General Education Curriculum in AGECE, AAS degrees and other certificates and to oversee and coordinate the Core Studies Area program and courses.

Activities:

- **Select General Education Coordinator and pass candidate on to Faculty Senate for final approval**
- **Oversee, review and recommend revisions to criteria, outcomes and values in all areas of the AGECE and General Education in AAS degrees and other certificates**
- **Oversee changes to courses listed on AGECE area lists and General Education in AAS degrees and other certificates**
- **Oversee Core Studies area; review courses for inclusion on Historical Perspective and Critical Thinking lists.**

Chair: Suzanne Waldenberger, ARHU

Purpose:

To review and recommend all policies, procedures, and curriculum related to pre-college-level courses and services for under-prepared students at the College. To make recommendations to the FS and administration as may be necessary to promote excellence in developmental education at the College.

Activities:

To review and recommend sequences of credit-bearing developmental math, English, and STU courses based upon College data, university transfer requirements, and student success rates; to review and recommend prerequisites; to review and recommend policies and procedures for matriculating students into developmental courses; to review and recommend placement instruments and placement scores; to keep updated on best practices across the nation.

Chair: Mary Verbout, FNDDT

Purpose/Activities:

- 1. To study all aspects of full time and part time faculty compensation**
- 2. To work with administration in authoring, implementing, and enforcing a philosophy of faculty compensation.**
- 3. If necessary, to annually present recommendations to the President and/or the district governing board.**
- 4. To make timely response to administrative departures from the philosophy of faculty compensation whenever they occur.**

Chair: Cindy DeCecco, ARHU

Purpose/Activities:

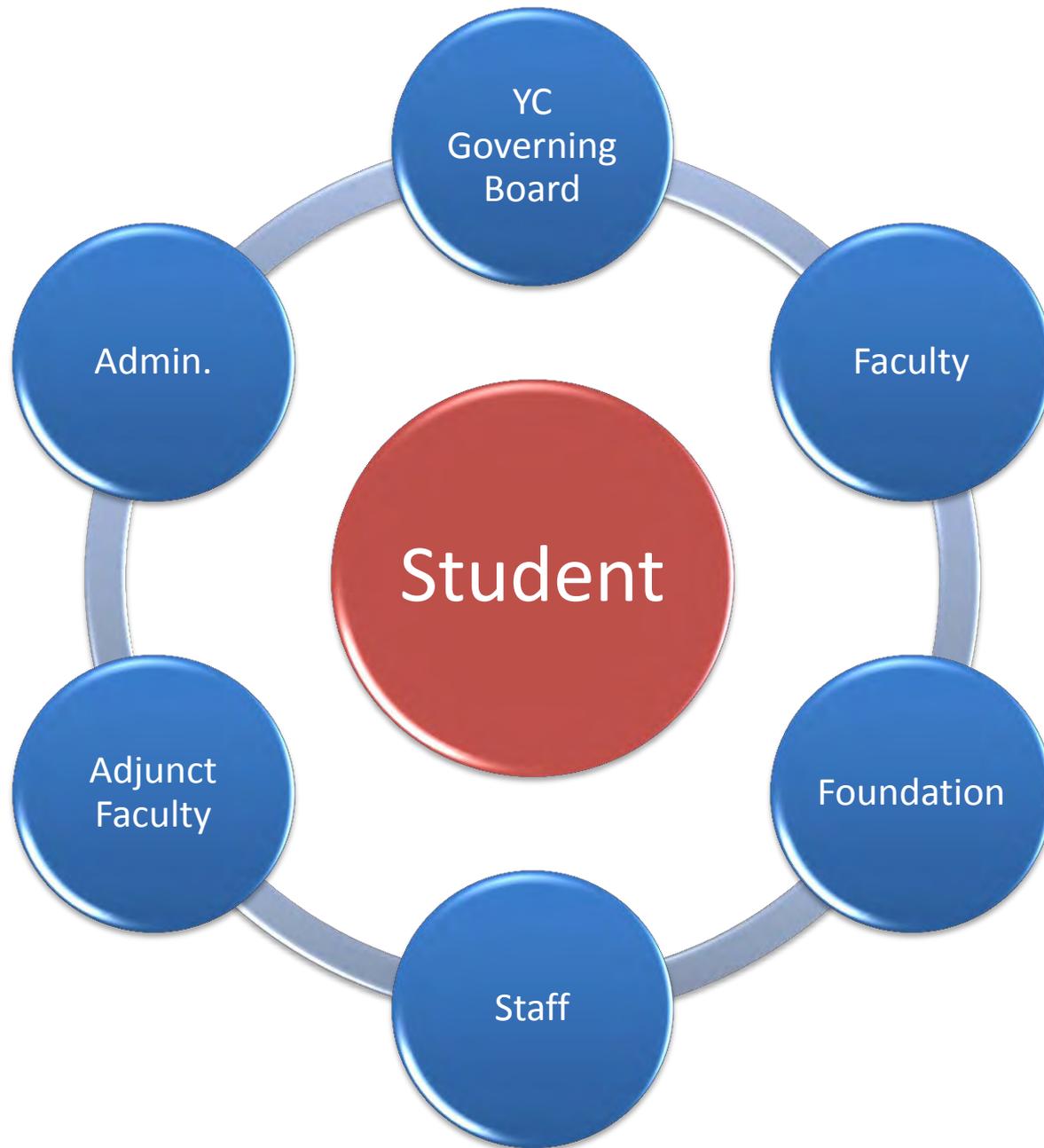
- 1. To establish probationary faculty review committees for all new full-time probationary faculty each semester.**
- 2. To coordinate probationary faculty review committee meetings for each probationary faculty member each semester to facilitate progress toward continuing contract.**
- 3. To ensure each probationary faculty member's committee has followed established reporting procedures at the end of each semester and at the end of the faculty member's probationary period.**

Chair: Lindsay Henning, BESS

Purpose: To allocate available funds for professional growth activities.

Activities: To make recommendations to the appropriate administrator regarding resources necessary for professional growth, professional leaves of absence, professional growth proposals, and sabbatical leaves.

Chair: Steve Mason, ARHU



Student Leadership Council Presentation

Students



- **Jose Labinino-Ramos** - New Student Leadership Member
 - Studying - General Studies. Also a member of the Yavapai College Men's Soccer Team
- **Moriah Boone** - Returning Student Leadership Member
 - Working Toward Associate of Arts
- **Joshua Schmidt** – Faculty Coordinator for SLC

Current Projects

- **Course surveys** – With help from the Faculty Senate SLC has rolled out a new pilot course survey that will start with new hire probationary faculty and hopefully in the near future include all faculty members.
- **Continuity of Grading access** - Continuing to work on continuity of grading. The SLC plans to meet with faculty senate, and the department deans to work on policies related to access to grades for students throughout the semester.

Current Projects (*Cont.*)



- **Family Enrichment Center fun run and college service project** – The SLC will be hosting the annual fun run again for the third time. We are working with the FEC to plan this event. Date is TBD but looking at a Friday in April.

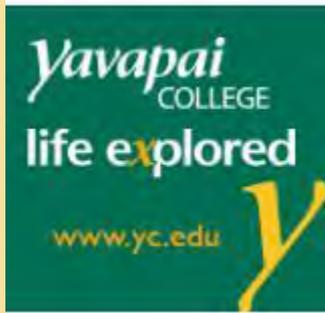
In Closing



- The SLC over the past three years has really stepped into the role of a liaison for student issues between the students of Yavapai College and faculty, staff and administrators.
- In the past we have helped implement policies such as response time for faculty, grading time for faculty and other issues. The SLC will continue to work with the faculty in aiding student success at YC.

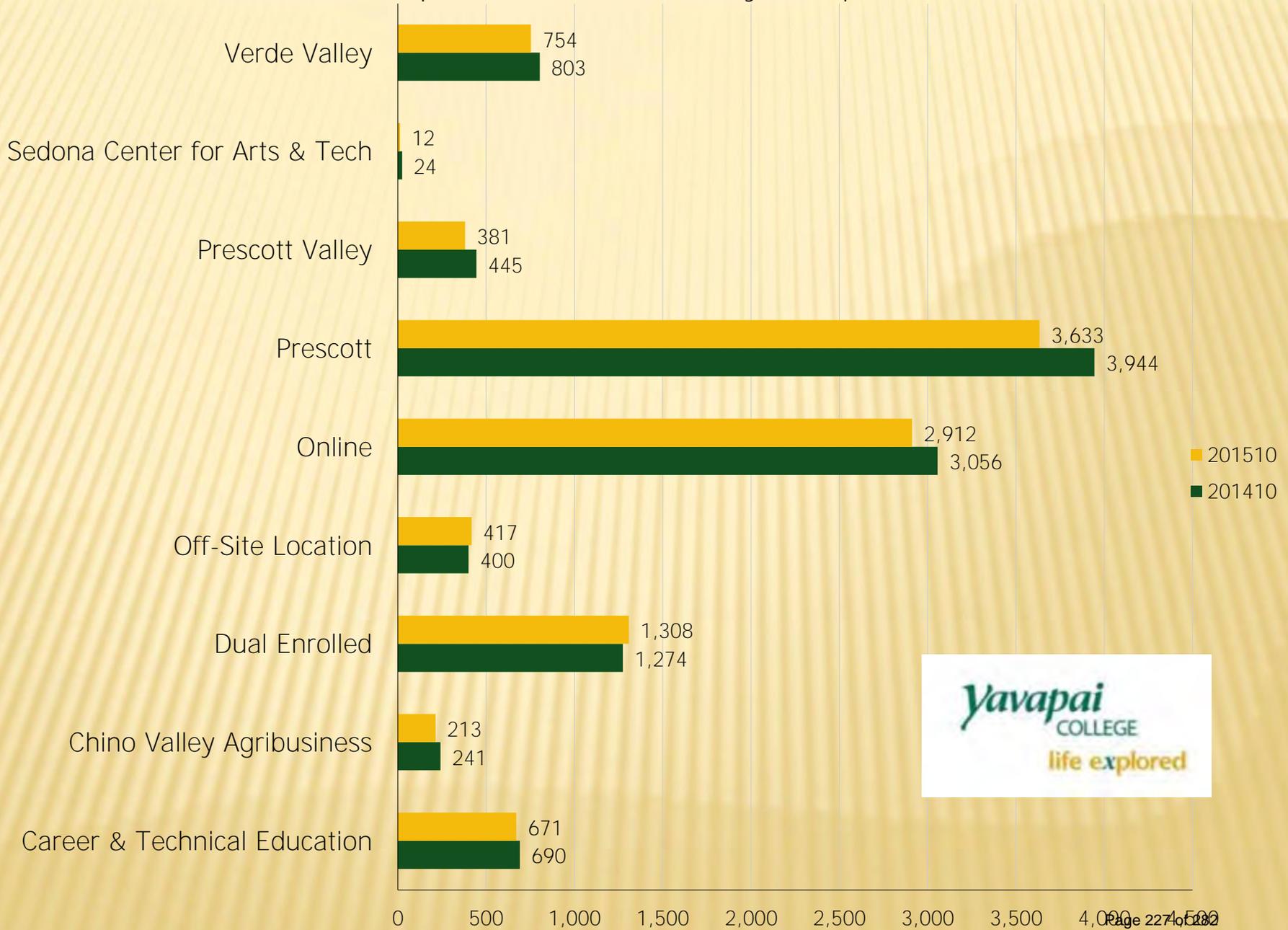
ENROLLMENT UPDATE

FEBRUARY 3, 2015

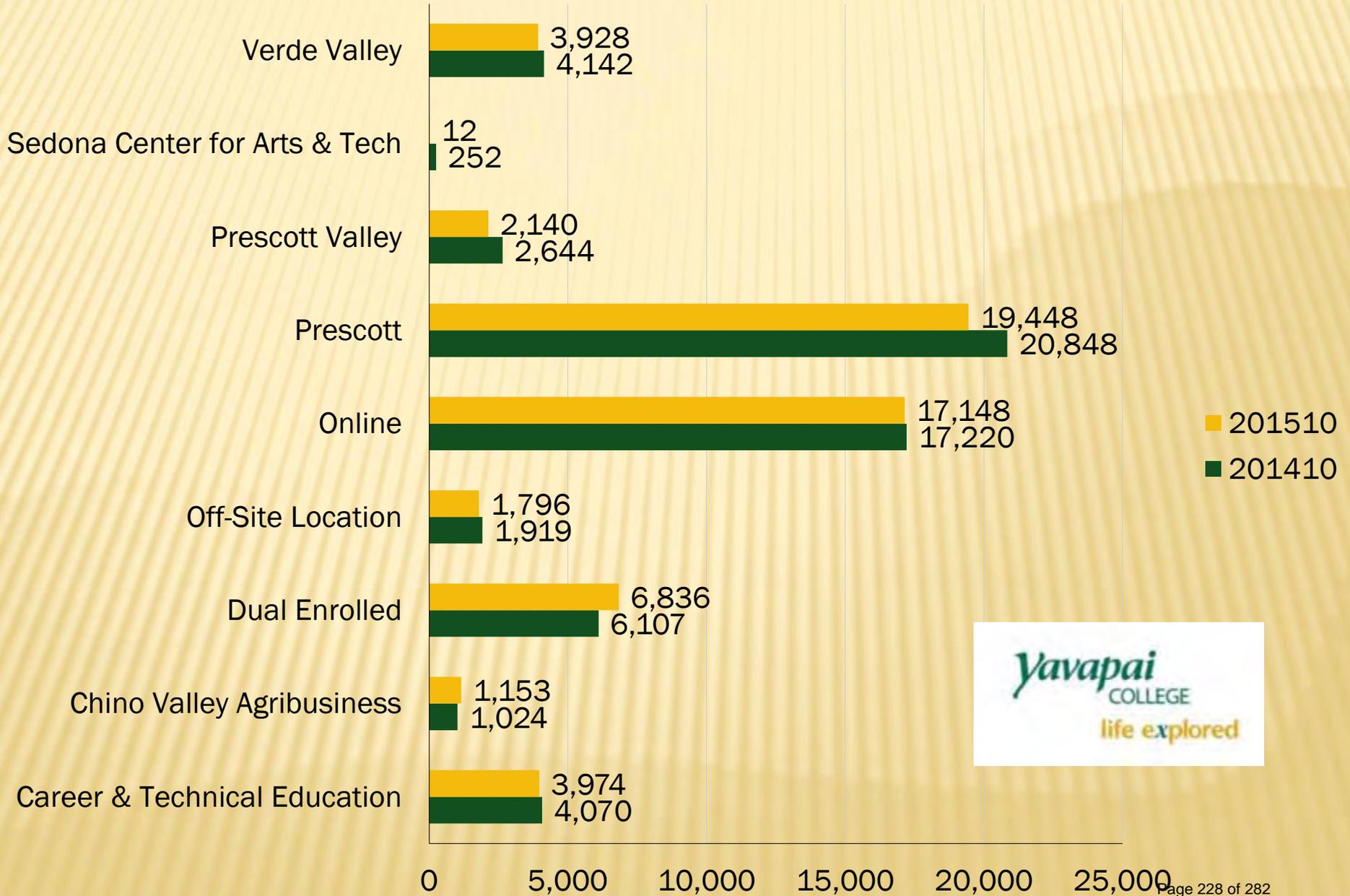


	Spring 2014	Spring 2015	Change	% Change
Student Headcount [Fall Numbers]	8,290	7,976	-314 [-354]	-3.8% [-4.3%]
Credit Hours [Fall Numbers]	58,225	56,434	-1,791 [-1,981]	-3.1% [-3.4%]
Avg. Carrying Load [Fall Numbers]	7.0	7.1	0.1 [0.1]	0.7% [1.0%]
Semester FTSE [Fall Numbers]	3,882	3,762	-119 [-132]	-3.1% [-3.4%]

Unduplicated Headcount By Campus



Total Semester Credits By Campus



FORTUNE

JANUARY 2015



EMPIRE *of* TECH

How Bob Iger brought the coolest innovations from Lucasfilm, Pixar, Marvel, and ESPN into the Disney galaxy

PAGE 48

+ Wall Street Mischief:
The Fund That Was
Too Good to Be True

PAGE 27

+ The Most
Revolutionary Man
in the Bush Clan

PAGE 68

+ The Sizzling
Sector in the
Fortune 500

PAGE 14

+ Who Billionaires
Turn to for
Banking Advice

PAGE 60

FORTUNE

These are the top 10 in-demand jobs of 2015

by Benjamin Snyder

January 24, 2015

“The top ten most in-demand jobs were following, according to Indeed:

1. Registered nurses
2. Truck drivers
3. Customer service representatives
4. Sales managers
5. Sales representatives
6. First-line supervisors or managers of retail sales workers
7. Software quality assurance engineers and testers
8. General and operations managers
9. Managers (all other)
10. Accountants and auditors



In 10 years, your job might not exist. Here's how to make sure you're still employable.

By David Tuffley, January 5, 2015

THE BOTTOM LINE

“To position yourself favorably for the jobs of the future, become someone who can **look at problems in unorthodox ways**, seeing different angles and finding workable solutions.

Be a **multi-disciplinary**, insatiably curious person who knows **how to use the tools** to model ideas and create prototypes.”

Presenter : Patricia McCarver

Start Time : 2:46 PM

Item No : 19

Proposed By : Patricia McCarver

Time Req : 10

Proposed : 1/14/2015

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 : Patricia McCarver

Start Time : 2:56 PM

Item No : 20

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/14/2015

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 : MONITORING REPORTS - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver

Start Time : 2:56 PM

Item No : 21

Proposed By : Patricia McCarver

Time Req : 5

Proposed : 1/14/2015

Item Type : Decision Item

Policy No.	Description	Ref No
2.3.3	The President shall not fail to assure the accuracy of financial records and require certification by the Chief Financial Officer as a part of the audit process.	344134

Description : Receipt of President's Monitoring Report - Executive Limitation 2.3.3 - Certification Financial Records - MONITOR, DISCUSSION, AND DECISION

Details : Executive Limitation 2.3.3 - Certification Financial Records

The President shall not fail to assure the accuracy of financial records and require certification by the Chief Financial officer as a part of the audit process.

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.3.3, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.3.3.

2. If Board intends to not accept Monitoring Report:

a. If for Unreasonable Interpretation:

We have read the President's monitoring report regarding policy 2.3.3 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.3.3. I move that the President provide the Board with a new Monitoring Report for Policy 2.3.3 [at the X board meeting] [within X amount months] that includes a new interpretation.

b. If for Insufficient Evidence:

We have read the President's monitoring report regarding Policy 2.3.3 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.3.3. I move that the President provide the Board with a new Monitoring Report for Policy 2.3.3 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
2.3.3 President's Monitoring Report Executive Limitations -Feb 2015 Meeeting.pdf	Jan 27, 2015	2.3.3 President's Monitoring Report Executive Limitations -Feb 2015 Meeeting.pdf
2.3.3 Compilation.pdf	Jan 29, 2015	2.3.3 Compilation.pdf

President's Monitoring Report
Executive Limitations 2.3.3 – Certification Financial Records
February 2015

Executive Limitations 2.3.3 – Certification Financial Records

The President shall not fail to assure the accuracy of financial records and require certification by the Chief Financial Officer as a part of the audit process.

President's Interpretation:

All of the financial records will be monitored by the college's Controller and Vice President of Finance and Administrative Services on a monthly basis. These same records will also be certified by the Controller and Vice President as well as a third party auditor on an annual basis.

Supporting Evidence:

The Comprehensive Annual Financial Report (CAFR) provides a broad overview of the District's financial activity for the prior fiscal year. It contains comments from management in regard to the District's financials, the audited financial statements of the District, and a statistical section containing financial and demographic information.

The following is a general description of the three financial statements presented by the District, along with several highlights from the CAFR:

- Statement of Net Position – this statement used to be called the balance sheet. It reflects the overall financial position of the District at a given moment in time (assets – liabilities = net position). Net position is essentially the “net worth” of the District and it is broken down between restricted and unrestricted.
 - Total net position as of June 30, 2014, equaled \$108,409,956, an increase of \$11,142,067 (11.5%) over the prior year.
 - Unrestricted net position as of June 30, 2014, was \$20,110,656, an increase of \$2,780,454 (16.0%) over the prior year.
 - Long-term debt decreased by \$5,408,202 due to principal payments made on bonds.
- Statement of Revenues, Expenses, and Changes in Net Position – this statement is essentially the income statement. It shows the revenue and expenses for a specific period of time, the results which either increase or decrease the District's net position.
 - Revenues exceeded expenses by \$11,142,067 (increase in net position).

- Revenues increased by \$604,626 from the previous year due to increased property taxes (new construction), higher tuition revenues, and capital outlay monies received from the State.
- Overall, expenses increased by 2.8% from the previous year primarily as result of higher depreciation, annual salary and related fringe increases and more Pell awards made to students.
- Statement of Cash Flows – this statement describes the cash flows into and out of the District. Over time, on a cumulative basis, it’s important that an organization have a net increase in cash.
 - Net cash increased by \$2,075,746.
 - Total cash and cash equivalents were \$27,792,805 at June 30, 2014.

The Controller and Vice President of Finance and Administrative Services are responsible for monitoring the financial records of the District and preparing the annual financial statements. A certification of financial records is attached.

An independent audit is performed annually which includes testing financial transactions and internal controls, assessing the accounting principles used and significant estimates made, and verifying that the financial statements present fairly the financial position of the District. **The Arizona Auditor General’s Office** issued an unqualified opinion dated December 12, 2014, **on the District’s** June 30, 2014, financial statements. This is the best type of report an auditee can receive.

The District’s Comprehensive Annual Financial Report has earned the Certificate of Achievement for Excellence in Financial Reporting award for the past fourteen years from the Government Finance Officers Association.

CAFR – [FY 2013-14 Report](#)

Executive Limitation 2.3.3 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.

President’s Conclusion:

I report compliance.

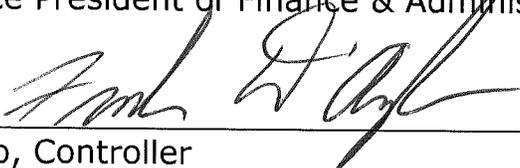
Executive Limitations 2.3.3 – Certification of Financial Records

In connection with Monitoring Report 2.3.3, for the fiscal year ended June 30, 2014, I certify that the District's financial records are accurate and that all financial records and related data have been provided to the auditors as requested.



Clint Ewell, Vice President of Finance & Administrative Services

1/26/15



Frank D'Angelo, Controller

1/26/15

Presidential Monitoring Worksheet for Executive Limitations Policies
Policy 2.3.3 – Certification Financial Records

Compilation - February 2015

Executive Limitation 2.3.3	Certification Financial Records The President shall not fail to assure the accuracy of financial records and require certification by the Chief Financial Officer as a part of the audit process.	
Is the interpretation reasonable?	YES 5	NO
Does the data demonstrate compliance with the interpretation?	YES 5	NO
Is there sufficient evidence to convince me that a reasonable interpretation of the Executive Limitation has been achieved?	YES 4	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 4
Comments:		

The following questions will apply to the WHOLE policy:		
Is there sufficient evidence to indicate compliance with the WHOLE policy, not just portions of it?	YES 5	NO
Is there reason to doubt the integrity of the information presented?	YES 1	NO 4
Comments: Pleased to see the College received the Certificate in Excellence award once again. Page 4 of the Annual Financial Report states that the Tennis Courts and Low Water Crossing projects were funded from a combination of private contributions and the District's Future Capital Projects Accumulation account. Page 21 and 36 refer to the Tennis Courts as a major capital project. On October 14 at the regular YCCDGB meeting, page 111, states that the Preventative Maintenance Budget included \$840,000 to replace existing 6 Tennis Courts with additional funding to build the new 7th Court, approved June, 2013. Are the Tennis Courts a major capital project or preventative maintenance?		

SHADED ITEMS should be raised for discussion at the meeting.

Presenter : Patricia McCarver

Start Time : 3:01 PM

Item No : 22

Proposed By : Patricia McCarver

Time Req : 5

Proposed : 1/14/2015

Item Type : Monitoring Item

Policy No.	Description	Ref No
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 Self-Evaluation - Governance Process Policy 3.3 - Board Member Code of Conduct and Ethics - MONITORING AND DISCUSSION

Details : Governance Process Policy

3.3 - Board Member Code of Conduct and Ethics

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.

3.3.1 Discipline Needed to Govern

The Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as policy-making principles, respect of roles, speaking with one voice, and adherence to ethical practices.

3.3.2 Conflict of Interest

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

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

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

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

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

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.

3.3.3 Individual Authority

Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:

3.3.3.1 Interaction with President or Staff

Board members' interaction with the President or with staff must recognize and actively communicate that authority rests only with the Board in a legally constituted meeting, and not with any individual Board member or group of Board members except as noted in these governance policies.

3.3.3.2 Interaction with Public, Press, or other Entities

Board members' interaction with the public, press, or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.

3.3.3.3 Judgments of President Performance

Board members will make no formal evaluations of the President's performance except in compliance with the official evaluation process, and the President's performance shall be assessed only against explicit Board policies.

3.3.3.4 Board Operates with One Voice

Board members will exercise authority over the organization only as they operate with one voice as a whole in Board meetings. Individual Board members will abide by and uphold the final majority decisions of the Board.

3.3.4 Understanding the College as a Whole

Although Board members are elected by individual Yavapai College districts, they will seek to represent the ownership as a whole rather than the people of an individual district. Therefore, Board discussions will generally be about the welfare of the entire Yavapai College District.

3.3.4.1 Contact for Complaints

Board members will work carefully with the public to ensure use of standard College procedures for handling community complaints or grievances. When individual Board members receive complaints from members of their constituency, the following process shall be followed: The Board member will encourage the individual(s) to contact an appropriate College staff member, and the Board member will also contact the President. The President will let the Board member know when the College processes have been followed and the complaint has been addressed.

The Yavapai College District Governing Board supports the faculty and

employee grievance policy, and recognizes that this process was derived through a joint deliberative process resulting in a rational approach to resolving an employee's grievance. The Yavapai College District Governing Board encourages employees to use this process, which may ultimately lead to a direct appeal to the District Governing Board. The Board also recognizes that extreme circumstances may require an employee to seek a direct hearing before the Board. The Board will decide if circumstances warrant a direct appeal or the employee will be referred back to the administrative grievance policy.

Attachments :

Title	Created	Filename
Compilation - Board Evaluation 3.3.pdf	Jan 30, 2015	Compilation - Board Evaluation 3.3.pdf

Policy Number	<p align="center">District Governing Board Policy Review Evaluation of Board Policies Compilation - February 2015</p> <p>Policies: 3.3 Board Member Code of Conduct and Ethics 3.3.1 Discipline Needed to Govern 3.3.2 Conflict of Interest 3.3.2.1 Self-Dealing 3.3.2.2 Employment 3.3.2.3 Acceptance of Employment 3.3.2.4 Personal Gain 3.3.2.5 Voting 3.3.2.6 Representing the College 3.3.2.7 Conflict of Interest Agreement 3.3.3 Individual Authority 3.3.3.1 Interaction with President or Staff 3.3.3.2 Interaction with Public, Press, or other Entities 3.3.3.3 Judgments of President or Staff Performance 3.3.3.4 Board Operates with One Voice 3.3.4 Understanding the College as a Whole 3.3.4.1. Contact for Complaints</p>	In Compliance	Out of Compliance	* Need More Data	N/A - Not Relevant at this time
3.3 Board Member Code of Conduct and Ethics	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.	3	<input type="checkbox"/>	1	<input type="checkbox"/>
3.3.1 Discipline Needed to Govern	The Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as policy-making principles, respect of roles, speaking with one voice, and adherence to ethical practices.	3	<input type="checkbox"/>	2	<input type="checkbox"/>
3.3.2 Conflict of Interest	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	<input type="checkbox"/>	1	<input type="checkbox"/>
3.3.2.1 Self-Dealing	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	<input type="checkbox"/>	2	<input type="checkbox"/>
3.3.2.2 Employment	Board members must not use their positions to obtain employment in the College for themselves, family members, or close associates.	3	<input type="checkbox"/>	2	<input type="checkbox"/>
3.3.2.3 Acceptance of Employment	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	<input type="checkbox"/>	2	<input type="checkbox"/>
3.3.2.4 Personal Gain	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	<input type="checkbox"/>	2	<input type="checkbox"/>
3.3.2.5 Voting	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	<input type="checkbox"/>	1	<input type="checkbox"/>
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	<input type="checkbox"/>	1	<input type="checkbox"/>

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.	3	<input type="checkbox"/>	1	1
3.3.3 Individual Authority	Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:	3	<input type="checkbox"/>	1	<input type="checkbox"/>
3.3.3.1 Interaction with President or Staff	Board members' interaction with the President or with staff must recognize and actively communicate that authority rests only with the Board in a legally constituted meeting, and not with any individual Board member or group of Board members except as noted in these governance policies.	3	<input type="checkbox"/>	1	<input type="checkbox"/>
3.3.3.2 Interaction with Public, Press, or other Entities	Board members' interaction with the public, press, or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.	3	<input type="checkbox"/>	1	<input type="checkbox"/>
3.3.3.3 Judgments of President Performance	Board members will make no formal evaluations of the President's performance except in compliance with the official evaluation process, and the President's performance shall be assessed only against explicit Board policies.	3	<input type="checkbox"/>	1	<input type="checkbox"/>
3.3.3.4 Board Operates with One Voice	Board members will exercise authority over the organization only as they operate with one voice as a whole in Board meetings. Individual Board members will abide by and uphold the final majority decisions of the Board.	3	<input type="checkbox"/>	1	<input type="checkbox"/>
3.3.4 Understanding the College as a Whole	Although Board members are elected by individual Yavapai College districts, they will seek to represent the ownership as a whole rather than the people of an individual district. Therefore, Board discussions will generally be about the welfare of the entire Yavapai College District.	3	1	<input type="checkbox"/>	<input type="checkbox"/>
3.3.4.1 Contact for Complaints	Board members will work carefully with the public to ensure use of standard College procedures for handling community complaints or grievances. When individual Board members receive complaints from members of their constituency, the following process shall be followed: The Board member will encourage the individual(s) to contact an appropriate College staff member, and the Board member will also contact the President. The President will let the Board member know when the College processes have been followed and the complaint has been addressed. The Yavapai College District Governing Board supports the faculty and employee grievance policy, and recognizes that this process was derived through a joint deliberative process resulting in a rational approach to resolving an employee's grievance. The Yavapai College District Governing Board encourages employees to use this process, which may ultimately lead to a direct appeal to the District Governing Board. The Board also recognizes that extreme circumstances may require an employee to seek a direct hearing before the Board. The Board will decide if circumstances warrant a direct appeal or the employee will be referred back to the administrative grievance policy.	3	<input type="checkbox"/>	1	<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: **Observing board discussions and votes, I do not concur that the board has addressed the entire district needs.**

Is this policy still relevant or useful to the Board? Yes **5** No **Exceptions – 1 No on 3.3.2.7 and 1 blank response each on 3.3.3.2 & 3.3.3.3**

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

Comments/Remarks:

Our constituents/owners in the eastern portion of Yavapai College have concerns and unaddressed needs.

Open Meeting Law training completed in January, 2015; Conflict of Interest forms to be submitted in February (3.3).

This policy should be updated. We could use a more clear interpretation (3.3.1).

This is one where we have to rely on a report that **someone violated the policy**. I'm not sure how we get around that (3.3.2.1)

This policy should be reviewed (3.3.2.1)

Again, we rely on a report of violation of this policy (3.3.2.2).

I assume that if a Board Member applied for a position at the College that the Board would be notified, at least at the point of an offer being made and accepted (3.3.2.3).

This policy relies on notification of a violation (3.3.2.4).

Prior Board Meeting minutes provide data to support this (3.3.2.6). **This policy should be changed to all Board Members be informed (3.3.2.6)**.

Each Member should not have reaffirmed yearly. Once selected and then as needed (3.3.2.7).

Request discussion of need for this policy and expand upon Board member's roles (3.3.3)

President's Evaluation is scheduled annually (3.3.3.3).

Needs to be reviewed and updated (3.3.3.3)

Presenter : Patricia McCarver

Start Time : 3:06 PM

Item No : 23

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/14/2015

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 : Patricia McCarver

Start Time : 3:06 PM

Item No : 24

Proposed By : Patricia McCarver

Time Req : 45

Proposed : 1/14/2015

Item Type : Discussion

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 : Preliminary Capital Budget Presentation FY 2015-2016 - INFORMATION, DISCUSSION, AND/OR DECISION

Details : Dr. Clint Ewell, Vice President for Finance and Administrative Services, will present Capital Budget Information including a Capital Improvement Plan for consideration by the Board. These assumptions provide information and projects about the budget preparation for the new fiscal year, as well as set the general parameters for internal deliberation of the budget for FY 2105-2016.

Attachments :

Title	Created	Filename
FY16 Capital Budget DGB.pdf	Jan 29, 2015	FY16 Capital Budget DGB.pdf

FY16 Capital Budget Discussion

Prepared for
YC District Governing Board
February, 2015

Budget Timeline

- Jan: Environment Overview
Preliminary Assumptions
- Feb: **Capital Budget Draft**
- Mar: Revenue Budget Approval
- Apr: Draft Budget Review & Feedback
- May: Final Budget Approval
and Truth in Taxation Hearing (if needed)

Who is Yavapai College?

Mission:

to provide quality higher learning and cultural resources 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 at a justifiable cost

1. Education Ends

- Job Seekers, Transfer, Lifelong Learners

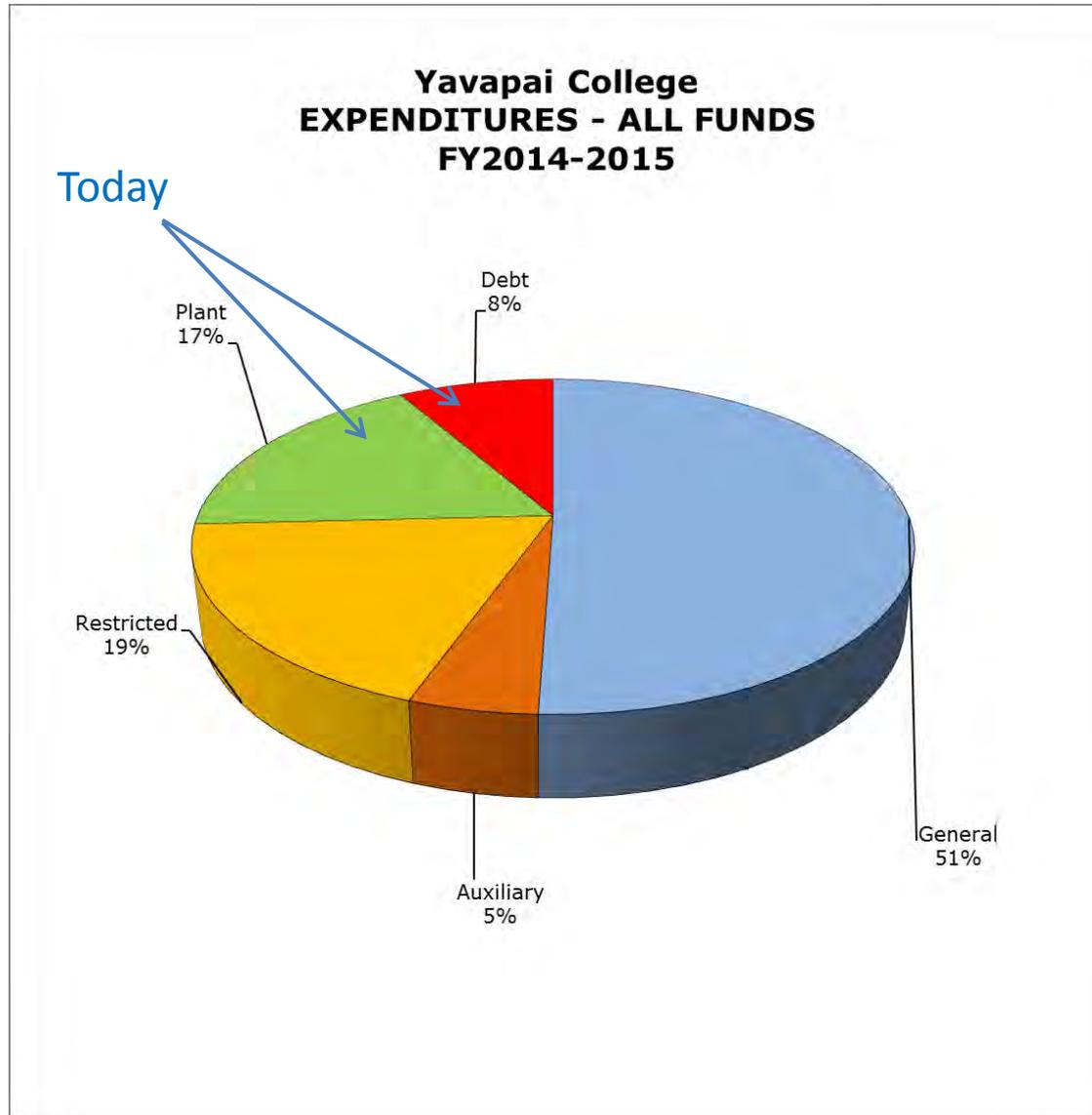
2. Economic Ends

- Help communities generate/ sustain jobs

3. Community Ends

- Provide access to vibrant social and cultural life

Yavapai College FY14 Budget by Fund

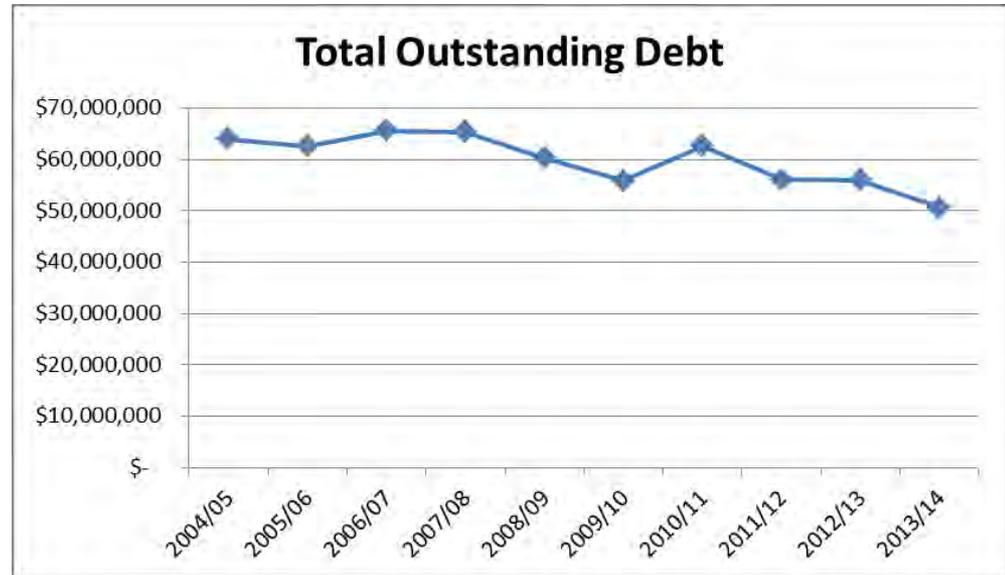


Types of Capital at YC

- Debt Fund
 - GO Bond
 - Revenue Bond
 - Pledged Revenue Obligation Bond
- Plant Fund
 - Preventative Maintenance
 - Unplanned Maintenance
 - Equipment
 - Capital Improvement Plan
 - Books
 - Furniture, Fixtures & Equipment (FFE)

Existing Debt

- GO Bonds
 - Campus Master Plan 2000
 - Refinanced to save \$2M
- Pledged Revenue Obligation Bonds
 - Prescott Chiller
 - Verde Central Plant
 - CTEC Refinance
- Revenue Bonds
 - Residence Halls



DRAFT Debt

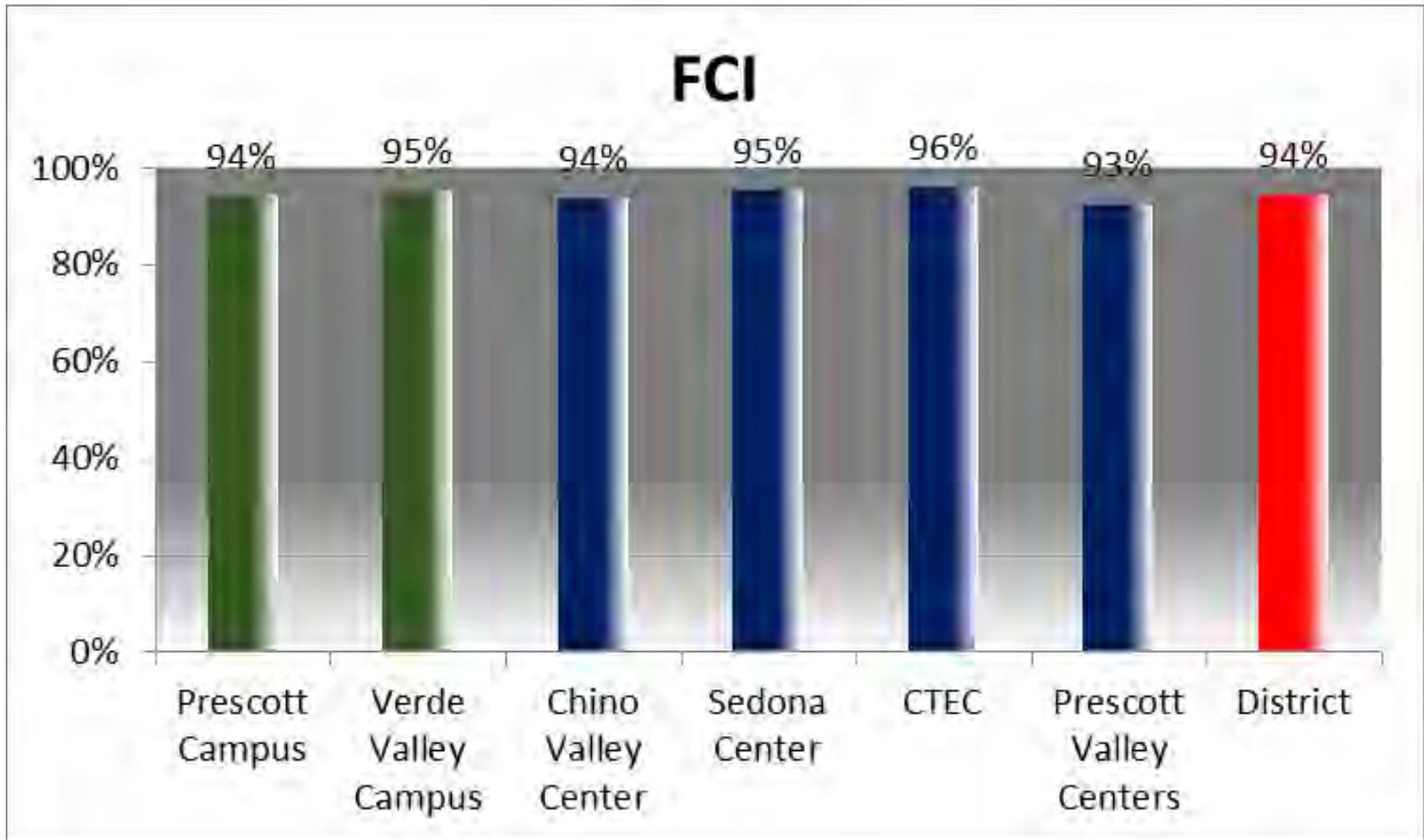
RETIREMENT OF INDEBTEDNESS PLANT FUND EXPENDITURES AND OTHER DEDUCTIONS					
	Final Maturity	Budget 2014-2015	Budget 2015-2016	Increase/(Decrease) Current vs. Proposed Amount	%
RETIREMENT OF INDEBTEDNESS					
Retirement of Indebtedness (Principal)					
General Obligation Bonds - 2012 Refunding	7/1/2024	\$ 2,965,000	\$ 3,175,000	\$ 210,000	7.1%
General Obligation Bonds - 2011 Refunding	7/1/2021	1,105,000	1,020,000	(85,000)	-7.7%
Total General Obligation Bonds		4,070,000	4,195,000	125,000	3.1%
Pledged Revenue Obligations	7/1/2025	945,000	985,000	40,000	4.2%
Revenue Bonds	7/1/2028	285,000	295,000	10,000	3.5%
Sub-total Retirement of Indebtedness		\$ 5,300,000	\$ 5,475,000	\$ 175,000	3.3%
Interest on Indebtedness					
General Obligation Bonds - 2012 Refunding		\$ 740,400	\$ 681,100	\$ (59,300)	-8.0%
General Obligation Bonds - 2011 Refunding		225,000	169,800	(55,200)	-24.5%
Total General Obligation Bonds		965,400	850,900	(114,500)	-11.9%
Pledged Revenue Obligations		491,800	454,000	(37,800)	-7.7%
Revenue Bonds		115,800	108,800	(7,000)	-6.0%
Sub-total Interest on Indebtedness		\$ 1,573,000	\$ 1,413,700	\$ (159,300)	-10.1%
Bank Fees		4,000	4,000	-	0.0%
Property Tax Contingency		30,000	30,000	-	0.0%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS - RETIREMENT OF INDEBTEDNESS					
		\$ 6,907,000	\$ 6,922,700	\$ 15,700	0.2%

Preventative & Unplanned Maintenance Estimate

<u>Assets</u>	<u>Value Net of Dep.</u>	<u>Years to Depreciate</u>	<u>Estimated Need</u>	<u>fy15 budget</u>	
Building	\$ 112,505,000	40	\$ 2,812,625		
Improvements	\$ 7,412,000	15	\$ 494,133	\$ 3,020,000	Preventative
				\$ 500,000	Unplanned
			\$ 3,306,758	\$ 3,520,000	

Source: CAFR, YC Budget

Facility Condition Index



DRAFT Preventative & Unplanned

YAVAPAI COMMUNITY COLLEGE DISTRICT (YAVAPAI COLLEGE) BUDGET FOR FY2015 - 2016 FIVE-YEAR BUILDINGS AND GROUNDS PREVENTATIVE MAINTENANCE PLAN					
	<u>FY2015-16</u>	<u>FY2016-17</u>	<u>FY2017-18</u>	<u>FY2018-19</u>	<u>FY2019-20</u>
→ Unplanned Maintenance	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Preventative Maintenance by Category					
Site	600,000	800,000	600,000	600,000	600,000
Architecture	950,000	975,000	1,250,000	1,575,000	1,600,000
Mechanical	305,000	450,000	500,000	500,000	500,000
Plumbing	100,000	75,000	60,000	60,000	60,000
Electrical	705,000	500,000	450,000	200,000	200,000
Technology	350,000	228,000	200,000	150,000	150,000
→ Preventative Maintenance Total	\$ 3,010,000	\$ 3,028,000	\$ 3,060,000	\$ 3,085,000	\$ 3,110,000
TOTAL MAINTENANCE	\$ 3,510,000	\$ 3,528,000	\$ 3,560,000	\$ 3,585,000	\$ 3,610,000

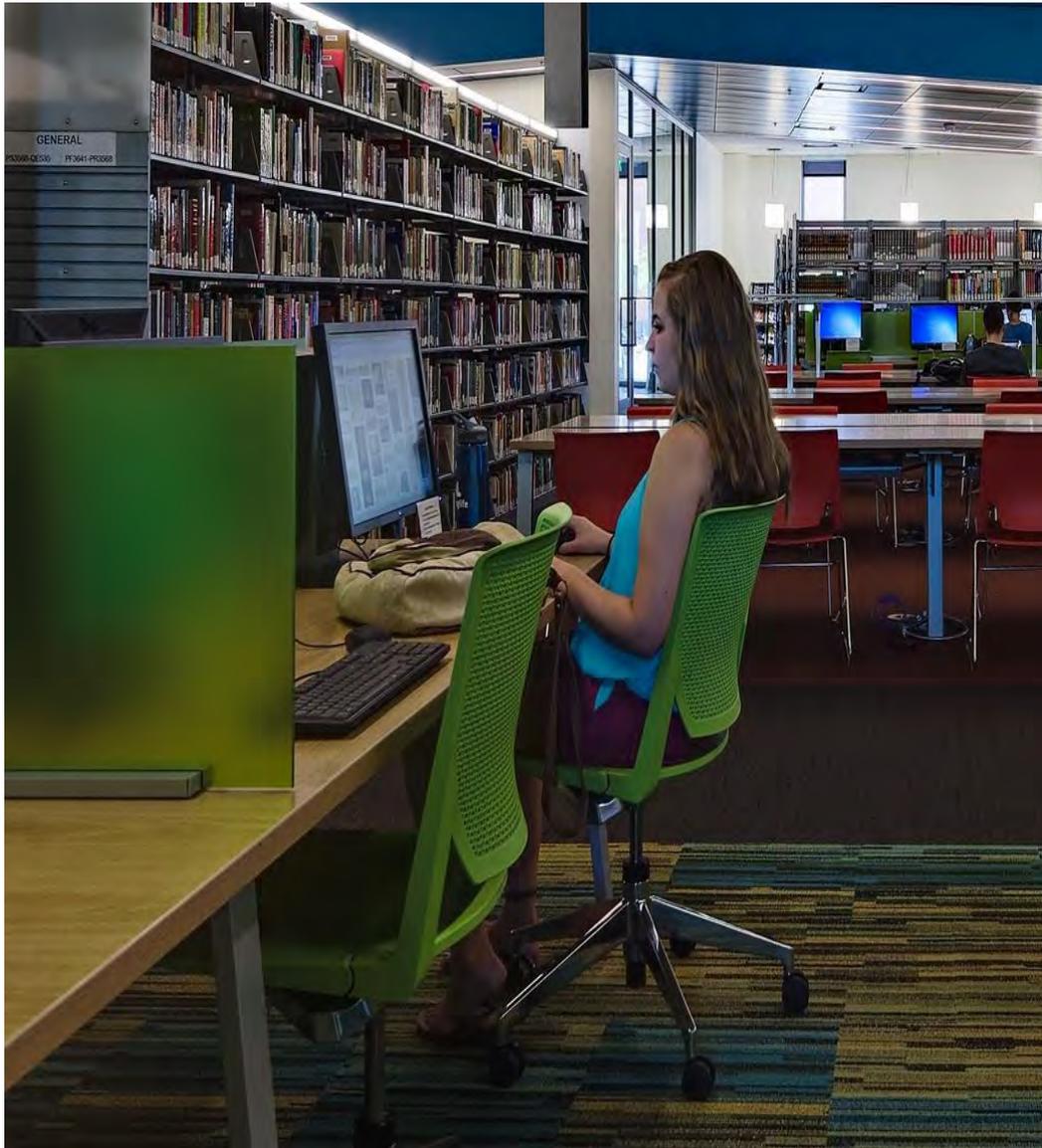
FIVE YEAR EQUIPMENT REPLACEMENT PLAN

Department	#	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
INSTRUCTION						
Career & Technical Education						
Agribusiness	Total:	\$ 23,000	\$ 26,500	\$ 15,000	\$ -	\$ 50,000
Aviation	Total:	-	-	45,000	-	-
Gunsmithing	Total:	36,000	36,000	32,000	21,500	32,000
Automotive	Total:	21,434	35,534	19,034	27,600	-
Industrial Plant	Total:	3,345	-	-	-	-
Lineworker	Total:	-	-	-	-	-
CNC	Total:	6,500	1,000	-	-	43,500
Welding	Total:	35,500	56,500	31,500	26,500	36,000
Performing & Liberal Arts						
Prescott Campus:						
Instrumental:	Total:	41,000	32,800	31,000	30,500	33,200
Vocal	Total:	4,700	-	-	-	-
Ceramics	Total:	6,485	5,425	7,000	-	-
3D Fine Art	Total:	27,738	1,430	10,300	-	-
2D Fine Art	Total:	-	-	-	6,000	-
Prescott Art Gallery	Total:	10,000	-	-	-	-
Photography	Total:	1,500	10,000	3,000	5,000	3,000
Art - Verde Campus:	Total:	10,200	6,046	2,100	-	19,000
Foundation Studies						
Sciences, Nursing, Allied Health, HPER & Athletics						
Sciences-Prescott	Total:	37,019	42,156	41,500	40,356	40,800
Sciences-Verde	Total:	18,600	11,900	14,000	20,500	18,400
Athletics	Total:	7,200	11,500	14,700	7,600	10,100
HPER Programs-Prescott	Total:	12,999	25,600	24,675	23,800	11,850
HPER Programs-Verde	Total:	1,500	11,200	1,666	10,000	6,300
Nursing-Prescott	Total:	-	25,640	31,625	24,650	2,200
Nursing-Verde	Total:	-	4,000	5,200	-	2,200
Allied Health	Total:	9,215	5,987	11,350	11,700	15,200
Radiology	Total:	-	-	4,000	-	-
Public Safety-						
EMS Program:	Total:	52,700	2,700	3,800	11,000	55,000
Fire Science Program:	Total:	85,350	39,350	55,500	58,500	62,500
NARTA:	Total:	-	-	-	13,000	13,000
Sedona Film School	Total:	18,600	18,600	18,600	18,600	-
Instruction, Support & Improvement						
Library Services, Prescott	Total:	5,000	15,650	18,568	3,000	8,100
Library Services, Verde	Total:	3,000	21,210	2,627	10,867	3,150
ADMINISTRATIVE SERVICES						
Information Technology Services						
Applications Development	Total:	-	-	-	-	-
TSS Desktop Services-	Total:	343,350	350,100	337,100	344,750	239,600
Technology Support Services (PTSS)	Total:	379,750	535,100	389,700	340,600	272,300
Network Services	Total:	387,000	412,000	417,000	397,000	412,000
Telephony	Total:	55,000	25,000	15,000	25,000	15,000
Web Services	Total:	5,000	-	5,000	-	-
Business Services						
Printing Services - District-Wide:	Total:	6,000	6,000	6,000	75,000	72,000
Mail Services - District-Wide:	Total:	-	20,000	-	-	-
Facilities - Operations, District	Total:	70,000	113,000	85,000	39,000	110,000
Facilities - Custodial	Total:	16,200	12,900	5,500	-	15,000
Facilities - Grounds	Total:	26,000	14,000	28,000	80,000	15,000
Facilities - Maintenance	Total:	46,500	63,000	99,000	97,951	70,000
Campus Safety	Total:	279,300	-	-	-	-
Marketing	Total:	-	-	-	-	3,000
Auxiliary Enterprises						
Family Enrichment Center	Total:	12,825	4,350	3,475	8,600	3,725
YC Performing Arts Center	Total:	78,400	68,000	-	-	-
Total Equipment		\$ 2,184,000	\$ 2,070,200	\$ 1,834,600	\$ 1,778,600	\$ 1,693,200

Capital Improvement Plan

- Based primarily on Campus Master Plan
- Campus Master Plan
 - Tool to Align Academic, Strategic, and Physical Visions
 - Establishes Capital Priorities
 - Optimizes Resources
 - Data-informed
 - Flexible

Trends in Higher Education



Limited Funding - Increase efficiency

Increased Accountability:

- Retention, Completion, Transfer

Rise in Online Education

Creating Identity in a Crowded Market

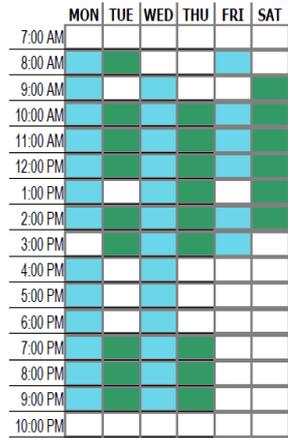
Changing Pedagogies

University-Comm. College Relations

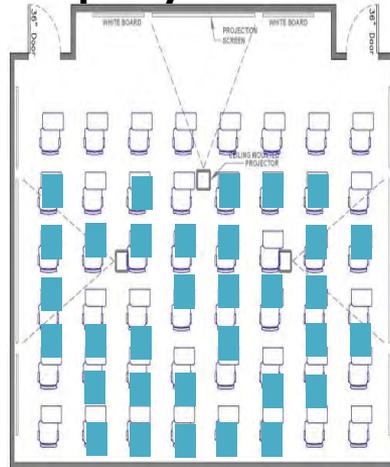
Leading Regional Economic Development

Data Informed

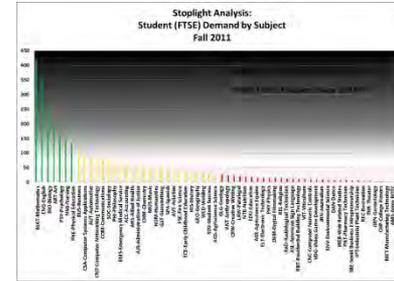
Weekly Room Hours



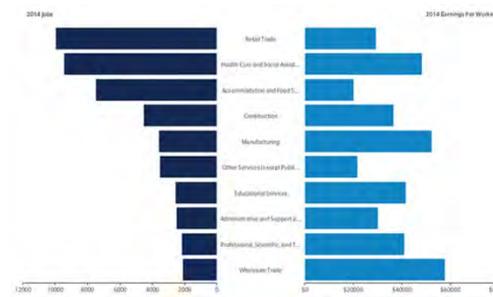
Student Station Occupancy



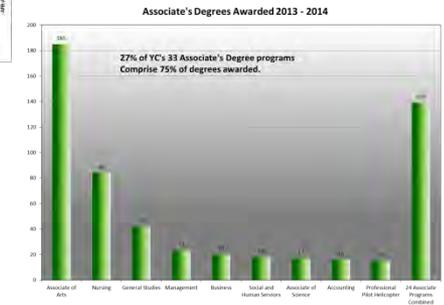
Enrollments by Discipline



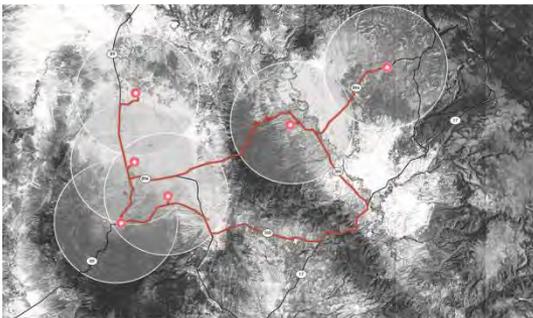
Jobs



Completions



Geographic Relationships

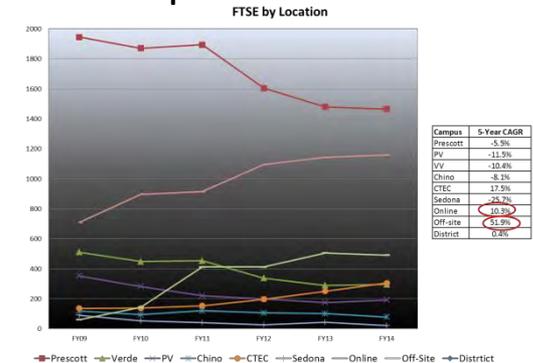


Population Trends

Historic Yavapai County Population Data 2000 - 2012

Census/Estimate Period	Est. July 1, 2000	Est. July 1, 2012	Percent Change 2000 to 2012
Yavapai	169,520	211,583	24.8%
Camp Verde	9,513	10,883	14.4%
Chino Valley	7,901	10,783	36.5%
Clarkdale	3,431	4,072	18.7%
Cottonwood	9,288	11,224	20.8%
Dewey - Humboldt	-	3,889	
Jerome	332	442	33.0%
Peoria (part)	-	7	
Prescott	34,487	39,865	15.6%
Prescott Valley	23,829	38,964	63.5%
Sedona (part)	7,229	7,181	-0.7%
Balance of County	73,509	84,273	14.6%

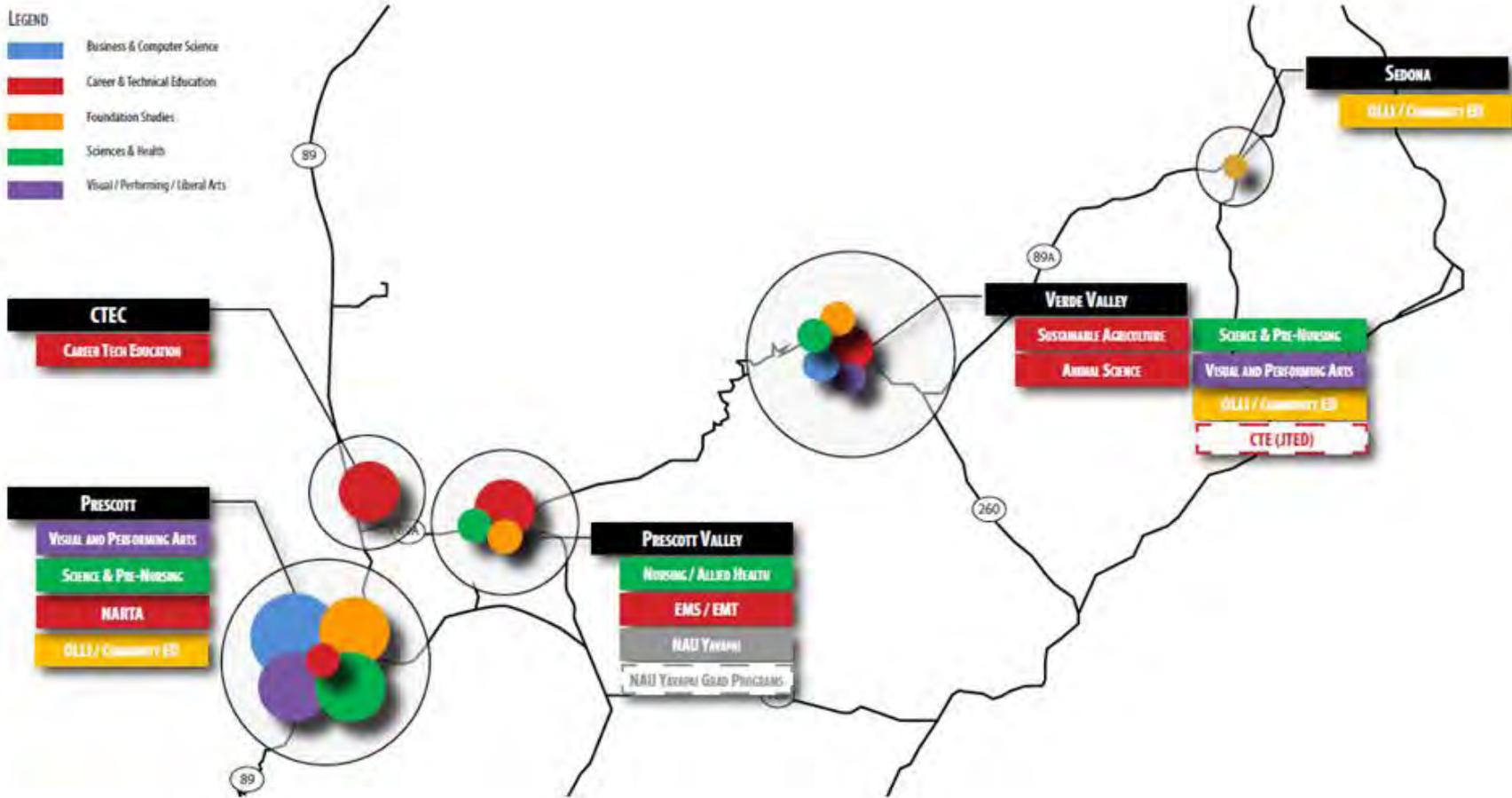
Campus Utilization



Observations and Conclusions

- Need to consolidate expensive programs
- Growth is primarily online, Dual, CTE
- Chino and Sedona sites underutilized
- Service area is changing with primary growth in PV
- Given demographics, Community Education is core program
- YC requires modest (~15%) additional space by 2023
- Need more student activity / recreation space
- YC has ample classrooms, but some need updating to meet current pedagogy
- Need less dedicated, more flexible space

Campus Master Plan



CMP Summary

- Full report and updates available online
 - Masterplan.yc.edu
- 44 Projects
 - 11 Renovation
 - 7 New Construction
 - 7 Open Space
 - 6 Buy/ Sell Property
 - 6 Signage
 - 3 Expansions
 - 2 Parking
- Phase 1 (Years 1-3)
- Phase 2 (Years 4-7)
- Phase 3 (Years 8-10)

Major Changes to Campus Master Plan

- Original CMP 11/13
 - Sell Sedona Center by 2020 & Lease new space
 - Renovate/ Expand CTEC & Parking
- Revised CMP 12/14
 - Purchase land surrounding Sedona Center and build Parking
 - Renovate CTEC, but no expansion
 - Renovate existing space to create 100 seat class room
 - Expand Learning Center & Move Testing Center in 1
 - Add sprinklers to 1 & 3
 - Add security cameras and cardkeys

Financing the CMP

- Costs
 - Phase 1 \$18M
 - Phase 2 \$74M
 - Phase 3 \$19M
 - Total \$113M
- Existing Revenue \$67M
- Options for \$46M Delta
 - Slow Down
 - Reduce Scope
 - Increase Revenues
 - Partnerships
 - Grants
 - Private Gifts
 - Property Taxes
 - Increase levy
 - Bonds

Recommendations

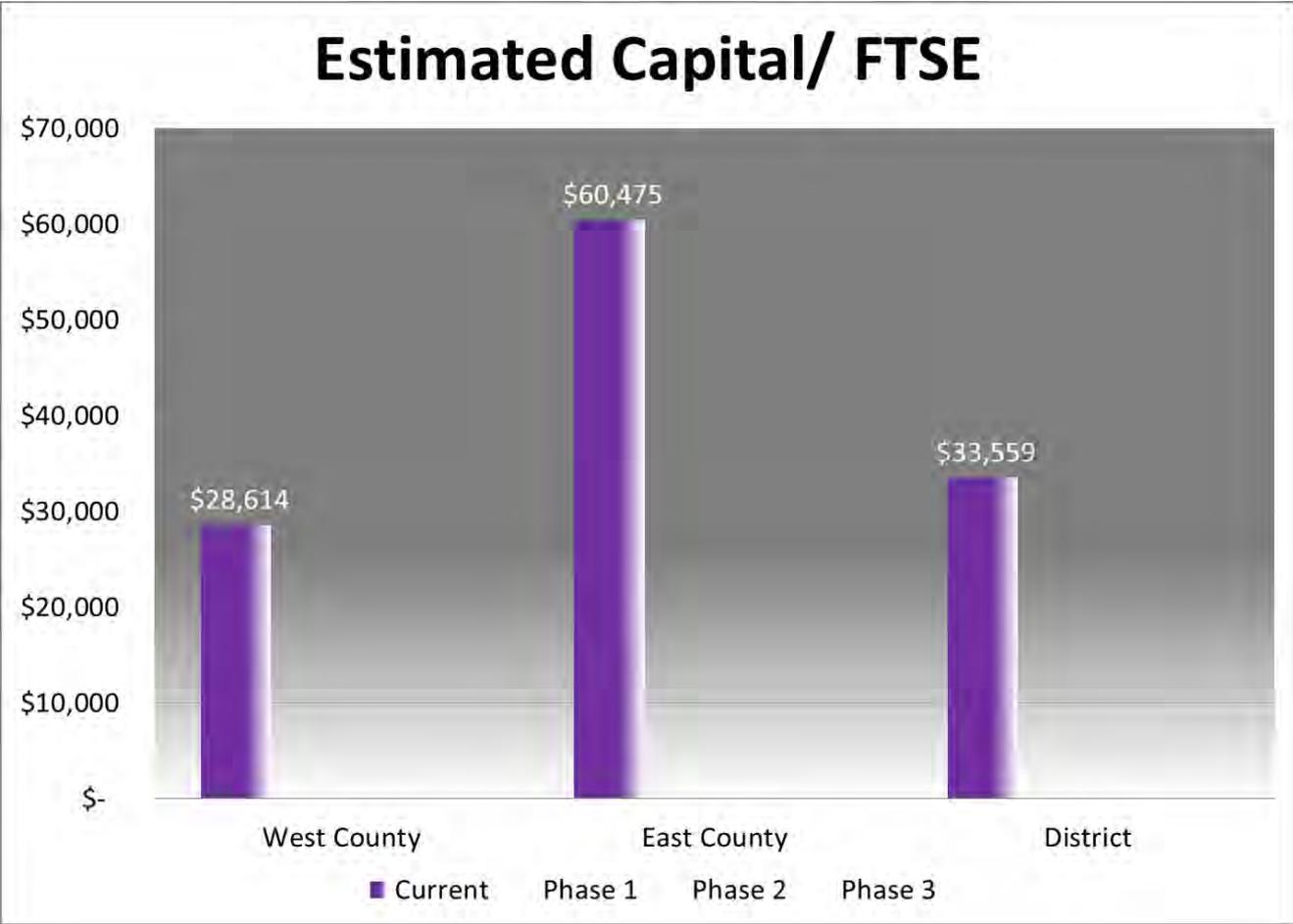
- Proceed with Phase 1B: Arts, REDC, OLLI
- Add Sedona Renovation to Phase 1 and L Renovation to Phase 2
- Slow down from 10 year to 14 year
 - Phase 3 covers Yr 8 through Yr 14
 - Move PV Expansion Projects to Phase 3
 - Confirm Partner Commitment
 - NAU, YRMC, MIJTED, City of PV

Campus Master Plan

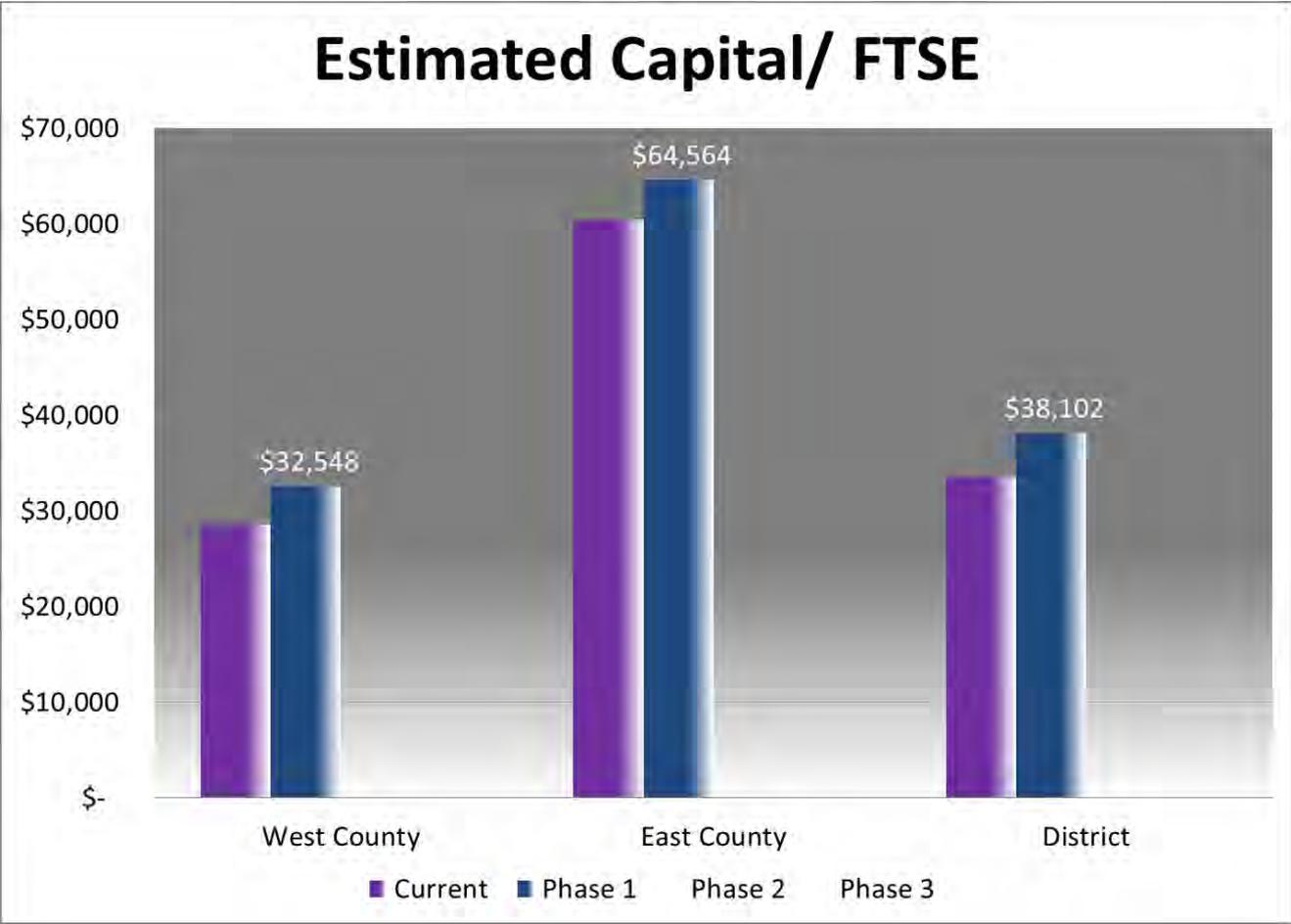
Revised February, 2015

- Phase 1A: Finish in FY16
- Phase 1B: FY16, FY17
 - Arts (Bldg 15)
 - REDC
 - OLLI
 - Sedona
- Phase 2: FY18-FY21
 - Lecture Hall
 - Event Center
 - Multi-purpose Field
 - Bldg L (Verde)
- Phase 3: FY22-FY28
 - Sell CV/ PV
 - PV Center, NAU-Y, Library, Residence Hall, NARTA, Greenhouses

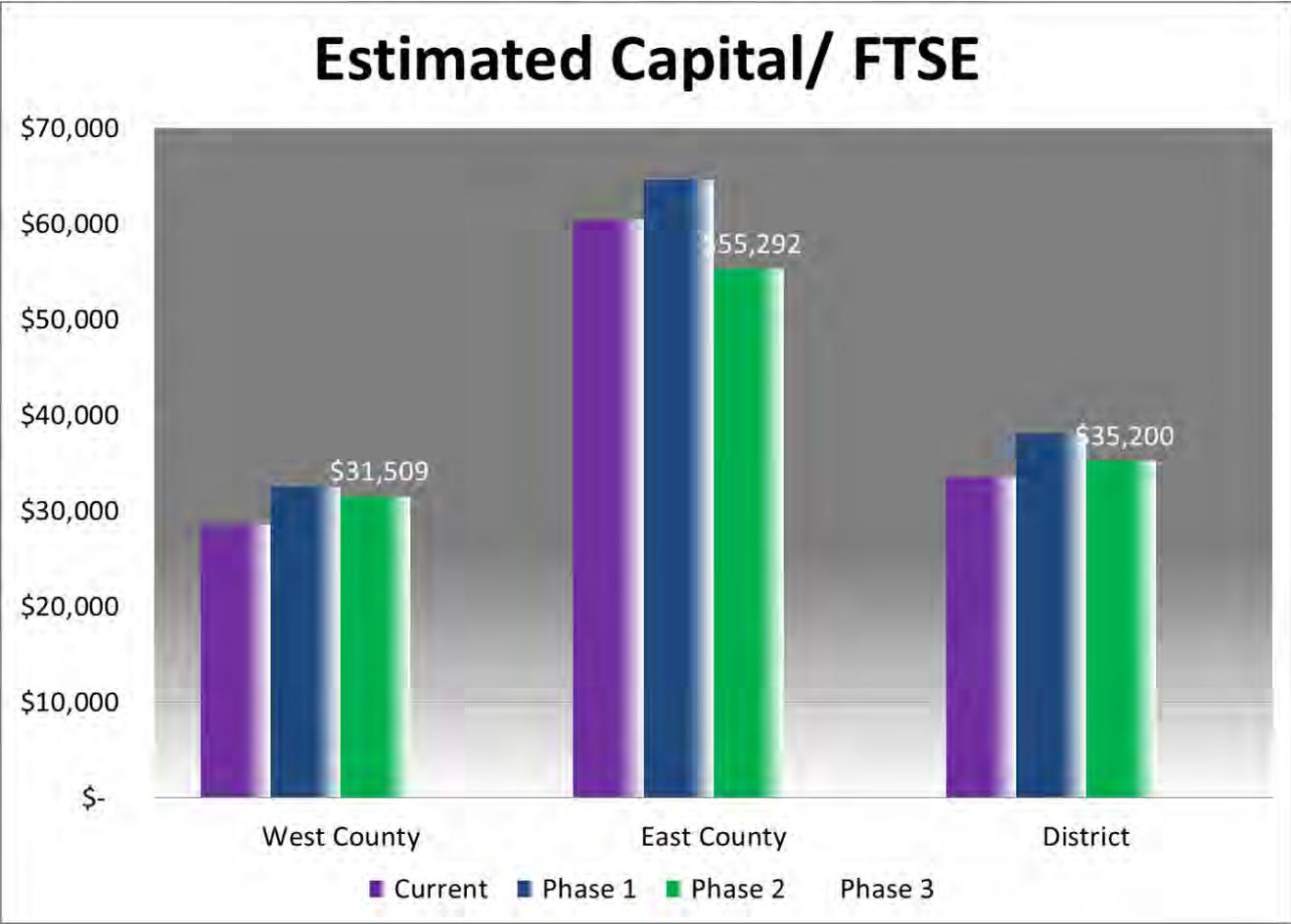
Capital Investment Equity



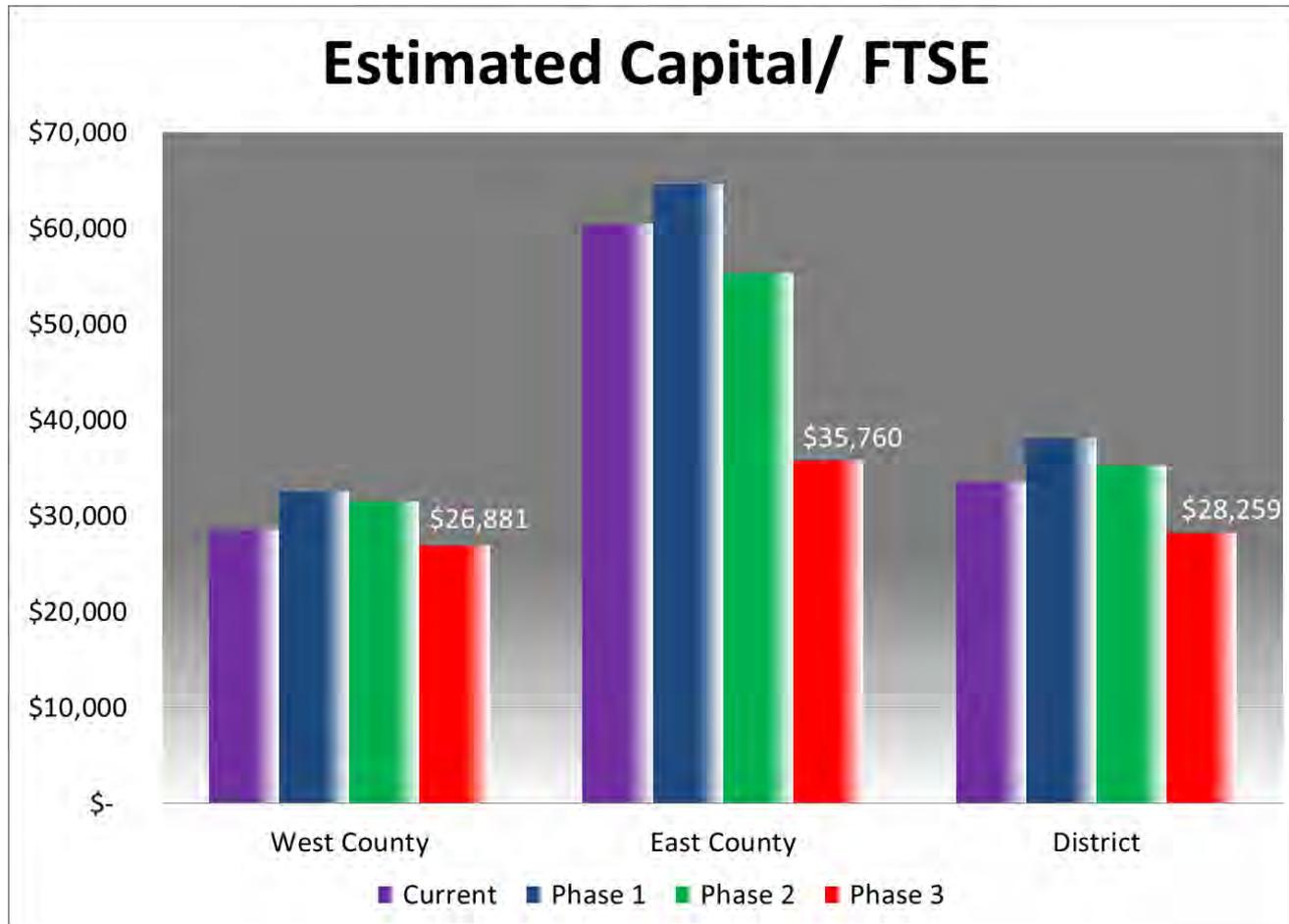
Capital Investment Equity



Capital Investment Equity



Capital Investment Equity



Draft Capital Improvement Plan

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
BUDGET FOR FY2015-2016
FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

Capital Improvement Projects - Description	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
CTEC - Class/Lab Renovation Design, Construction & FF&E	\$ 1,800,000	-	-	-	-
Prescott - Building 1 University Center Design, Const. & FF&E	800,000	-	-	-	-
Prescott - Building 3 Activity Center Design, Const. & FF&E	800,000	-	-	-	-
Prescott - Building 15 Art/Music Design, Const. & FF&E	510,810	\$ 4,086,480	\$ 510,810	-	-
Prescott - Building 29 Business Center Design, Const. & FF&E	667,600	-	-	-	-
Prescott - Expend OLLI, Design, Construction & FF&E	976,000	-	-	-	-
Prescott - PAC Elevator	250,000	-	-	-	-
Prescott - Lecture Hall Design, Construction & FF&E	-	-	4,203,000	-	-
Prescott - Multi-use Field Design, Construction & FF&E	-	-	105,000	\$ 2,777,400	-
Prescott - Surface Lot Construction	-	-	216,000	1,000,000	-
Prescott - Event Center Design & Construction	-	-	-	1,086,500	\$ 3,975,000
Sedona - Renovation Design, Construction & FF&E	-	2,720,000	680,000	-	-
Verde - Building L Renovation	-	-	2,720,000	680,000	-
Open Space Improvements - Design & Construction	200,000	200,000	200,000	200,000	200,000
Way Finding - Design & Construction	90,000	90,000	90,000	90,000	90,000
Transfer of Expenses to Restricted Fund - STEM Funding & Carl Perkins Grant	(955,800)	(955,800)	(955,800)	(955,800)	(955,800)
Total Capital Projects	\$ 5,138,610	\$ 6,140,680	\$ 7,769,010	\$ 4,878,100	\$ 3,309,200
Revenue Sources					
Investment Income	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Project Accum. Account - Property Tax Deposits	3,820,000	3,820,000	3,820,000	3,820,000	3,289,200
Capital Project Accum. Account	973,610	1,975,680	3,929,010	1,038,100	-
YC Foundation - Winery	325,000	325,000	-	-	-
Total Revenues	\$ 5,138,610	\$ 6,140,680	\$ 7,769,010	\$ 4,878,100	\$ 3,309,200
Excess/(Needed Capital)	\$ -				

Questions & Discussion

Presenter : Patricia McCarver

Start Time : 3:51 PM

Item No : 25

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/28/2015

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 : Patricia McCarver

Start Time : 3:51 PM

Item No : 26

Proposed By : Patricia McCarver

Time Req : 10

Proposed : 1/28/2015

Item Type : Board Education

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 : Executive Limitations - Policy 2.6 - Presidential Continuity and Absences - INFORMATION, DISCUSSION, AND/OR DECISION

Details : Per the Board's request at the January 13, 2015 District Governing Board meeting, Executive Limitations - Policy 2.6 Presidential Continuity and Absences will be discussed for possible revision to include notification of entire Board.

Executive Limitations - Policy 2.6

2.6 Presidential Continuity and Absences

The President shall not fail to appoint a College Vice President to act in the President's place when the President is absent or unavailable and to communicate necessary information about the absence and individual empowered to act to the Chair of the District Governing Board prior to the absence.

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/14/2015

Start Time : 4:01 PM
Time Req : 0
Item Type : Heading

Item No : 27

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 : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/28/2015

Start Time : 4:01 PM
Time Req : 15
Item Type : Information Item

Item No : 28

Policy No.	Description	Ref No
3.1.4	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.	413190

Description : Review and Summary of the February 3, 2015 Board Retreat - INFORMATION, DISCUSSION, AND/OR DECISION

Details : The Board will review the February 3, 2015 Board Retreat held for Self-Assessment & Review of Ends Statements.

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/14/2015

Start Time : 4:16 PM
Time Req : 10
Item Type : Discussion

Item No : 29

Policy No.	Description	Ref No
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 : Review of Completed Board Members' 2015 Annual Conflict of Interest Forms - INFORMATION AND DISCUSSION

Details : Board members will share information on their 2015 Annual Conflict of Interest forms that were distributed at the January 13, 2015 District Governing Board meeting.

Attachments :
No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/14/2015

Start Time : 4:26 PM
Time Req : 5
Item Type : Information Item

Item No : 30

Policy No.	Description	Ref No
3.5.5	All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned 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: 1) Foundation Liaison 2) AADGB Representative 3) Board Spokesperson	436609

Description : Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB); Verde Valley Board Advisory Committee (VVBAC); and Yavapai College Foundation - INFORMATION AND/OR DISCUSSION

Details : Arizona Association for District Governing Boards (AADGB) - Ray Sigafos

Verde Valley Board Advisory Committee (VVBAC) - Mr. Al Filardo

Yavapai College Foundation - Dr. Pat McCarver

Attachments :

Title	Created	Filename
Minutes_DGB VVAC_2014 Dec 3_Approved.pdf	Jan 30, 2015	Minutes_DGB VVAC_2014 Dec 3_Approved.pdf

Verde Valley Board Advisory Committee

Yavapai College
Verde Valley Campus - Building G, Room 102
601 Black Hills Drive, Clarkdale, AZ 86324

Approved Minutes December 3, 2014

VVBAC Members present: Paul Chevalier, Chair; Bill Regner, Vice Chair; Carolyn Fisher; Randy Garrison;
Amber Marchant-Lee;

DGB Members present: Dr. Pat McCarver, Board Secretary, District 4

College employees: Linda Buchanan, Verde Valley Community Education Coordinator

I. Call to Order

The meeting was called to order at 8:00 a.m. by Chair Chevalier, who welcomed guests, and members.

II. Approval of Meeting Minutes - November 19, 2014

Amber Marchant-Lee moved, Bill Regner seconded, to approve the Verde Valley Board Advisory Committee Meeting Minutes for November 19, 2014 as written. Motion carried unanimously.

III. Preparation of Operating Guidelines:

Committee discussed difference between By-laws & Operating Guidelines, and Operating Guidelines was chosen by consensus. Operating Guidelines, as drafted, are to be circulated to the Committee and District Governing Board for review and possible adoption at the January 7, 2015 meeting of the Committee.

IV. Ownership Linkage:

Chairman Chevalier clarified that Committee requests are considered to be requests of the DGB (not the College). The committee discussed methods and procedures to gather feedback from community members regarding higher education, economic, and cultural needs, prioritizing the following:

Jan 7: VVMC CEO Dember (Randy will coordinate); Break-out information regarding culinary job forecast (Verde vs. AZ) from YC REDC. (Dr. McCarver will make request)
Amended 01/21/15 per motion under item III to include: Vice Chair Regner specifically requested Kurt Haskell make SBDC presentation.

Jan 21: Request for future appearances by Verde Valley 9-12 school superintendents (Jan 21, Amber will coordinate).

Feb 4: CTE, John Morgan, w/ VACTE (Lois Lamer & Steve Dockray) Tim Carter/County Superintendent of Schools (Bill will coordinate)

Feb 18: Yavapai-Apache Nation may host Committee meeting at Tribal Council. (Leona will coordinate).

Mar 4: OLLI interface with College, expansion to Camp Verde, Chevalier will invite Sedona and Verde administrators and/or Site Councils (Paul will coordinate).

Mar 18: Steve Walker, YC V.P. of Advancement and Economic Development & Yavapai College Foundation role in the Verde Valley. (Dr. McCarver will make request).

Future considerations:

Chambers of Commerce, VVREO, CEDC.

Doug Tolleson, University of Arizona regarding Veterinarian program, Dr. Rod Proper, DVM; John Morgan & James Perey

Cottonwood Youth Advisory Commission, Camp Verde Teen Advisory Board. Invite youth to present to Committee, or take Committee on the road to high schools?

Rotary, Kiwanis, other service groups which might welcome speakers.

Committee agrees the preferred format will be based on one- hour blocks for panel discussions at regularly scheduled or special meetings. Committee additionally agreed that they may wish to develop presentation materials for common use, and occasionally work in tandem to make presentations? How do Committee members want to share contact information? Yavapai College will not release personal contact information, unless directly advised to do so by individual Committee members.

V. **Future Meeting Schedule**

- Next meeting scheduled January 7, 2015 8:00 – 10:00 a.m. Verde Valley Campus Building M Room 203 (VC.M-203)
- January 7 & 21 meetings will include presentations from Verde Valley Medical Center and Superintendents from the Verde Valley High Schools, if so arranged by Committee members.
- January 11, 2015 will be a VVBAC social for members of the committee given by Chair Chevalier at 5:30 p.m. with no business to be conducted. **Paul will provide social invitations for Linda to distribute to members.**

VI. **Adjourn**

Randy Garrison moved, Amber Lee seconded, to adjourn the Verde Valley Board Advisory Committee Meeting for December 3, 2014. Motion carried unanimously.

Meeting adjourned at 9:45 a.m.

Presenter : Patricia McCarver

Start Time : 4:31 PM

Item No : 31

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/14/2015

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 : OTHER INFORMATION - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver

Start Time : 4:31 PM

Item No : 32

Proposed By : Patricia McCarver

Time Req : 5

Proposed : 1/14/2015

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

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver

Start Time : 4:36 PM

Item No : 33

Proposed By : Patricia McCarver

Time Req : 5

Proposed : 1/14/2015

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 2015 - DISCUSSION AND/OR DECISION

Details : The Board will review proposed meetings, dates, times, and locations for 2015 District Governing Board meetings.

- Consideration to change the date of the May 12, 2015 District Governing meeting to May 19, 2015.

Attachments :

Title	Created	Filename
2015- Proposed Dates and Places of Future Meetings.pdf	Jan 14, 2015	2015- Proposed Dates and Places of Future Meetings.pdf

PROPOSED DATES AND PLACES OF FUTURE MEETINGS 2015

TYPE OF MEETING	DATE/DAY/TIME/LOCATION
Regular Board Meeting	January 13, 2015, Tuesday, 1:00 p.m. Location: Prescott Campus–Rock House
New Member Orientation	February 2, 2015, Monday, 12:00 noon Location: Prescott Campus - Bldg. 32, Rm 113
Board Retreat	February 3, 2015, Tuesday, 8:30 a.m. Location: Prescott Campus – Bldg. 32, Rm 119
Regular Board Meeting	February 3, 2015, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Regular Board Meeting	March 3, 2015, Tuesday, 1:00 p.m. Location: Sedona Center - Rm 34
Regular Board Meeting	April 14, 2015, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Verde Valley Commencement	May 8, 2015, Friday, 6:00 p.m. Location: Verde Valley Campus
Nursing Pinning Ceremony	May 9, 2015, Saturday, 3:00 p.m. Location: Prescott Campus – Performing Arts Center
Prescott Commencement	May 9, 2015, Saturday, 6:00 p.m. Location: Prescott Campus – Performing Arts Center
Regular Board Meeting	May 12, 2015, Tuesday, 1:00 p.m. Location: Verde Campus - Bldg. M, Rm 137
Northern Arizona Regional Training Academy (NARTA) Commencement	May 14, 2015, Thursday, 11:00 a.m. Location: Prescott Campus – Performing Arts Center
Regular Board Meeting	June 9, 2015, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Interational Policy Governance Association(IPGA) Annual Conference	June 18-20, 2015 Location: Vancouver, Canada
JULY 2015 – NO BOARD MEETING	
Regular Board Meeting	August 11, 2015, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Board Retreat - Strategic Planning	September TBD, 2015, XXXday – 9:00 a.m. Location: Prescott Campus-Rock House
Regular Board Meeting	September 8, 2015, Tuesday, 1:00 p.m. Location: Career & Technical Education Center (CTEC) Rm 105
Regular Board Meeting	October 13, 2015, Tuesday, 1:00 p.m. Location: Chino Valley Agribusiness Center-Rm 120/121
Association of Community College Trustees (ACCT) Leadership Congress	October 14 – October 17, 2015 Location: San Diego, CA
Regular Board Meeting	November 10, 2015, Tuesday, 1:00 p.m. Location: Town of Prescott Valley Auditorium
Northern Arizona Regional Training Academy (NARTA) Commencement	December 2015 - TBD Location: Prescott Campus – Performing Arts Center
Nursing Pinning Ceremony	December 2015 - TBD Location: Prescott Campus – Performing Arts Center
Annual Board Retreat	December 2015 - TBD Location: Prescott Campus – Rock House
Regular Board Meeting	December 8, 2015, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House

*February 3, 2015 (First Tuesday of the Month) changed due to scheduling conflicts

* March 3, 2015 (First Tuesday of the Month) changed due to Spring Break scheduled for March 9th – 13th

Presenter : Patricia McCarver

Start Time : 4:41 PM

Item No : 34

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/14/2015

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