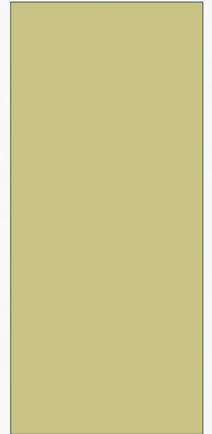


STRATEGIC PLANNING/ BUDGET DISCUSSION

FY16 REVENUE PROPOSALS

*Prepared for the District Governing Board
March, 2015*



YC STRATEGIC PLAN INITIATIVES AND STRATEGIES

- **Student Success & Satisfaction**
 - **Ends 1.1.1, 1.1.2, 1.1.3**
- **Quality and Effectiveness of Instruction**
 - **Ends 1.1.1, 1.1.2, 1.1.3**
- **Fiscal Stewardship and Efficiency**
 - **End 1.0**
- **Employee Development**
 - **Ends 1.1, 1.2, 1.3**
- **Community Development and Partnerships**
 - **Ends 1, 1.1, 1.2, 1.3**

YC STRATEGIC PLANNING

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board		1. Reaffirm/change End Statements	10. Review Prior Year Progress Toward Ends								
President's Staff								7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan			4. Create CIP Priorities	5. Revenue Analysis & Recommendations	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's				
Managers, Faculty and Staff			3. Formal meetings to obtain input on Strategic Priorities & Budget	3. Formal meetings to obtain input on Strategic Priorities & Budget				8. Provide Feedback			9. Budget mgrs. use DAPs to develop Employee Goals

Represents Planning for the next fiscal year

DAP - Dept. Action Plan

FY15 STRATEGIC PLANNING MODIFICATIONS

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board		1. Reaffirm/change End Statements	10. Review Prior Year Progress Toward Ends								
President's Staff								7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan			4. Create CIP Priorities	5. Revenue Analysis & Recommendations	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's				
				Train SPC	Engage Data Gathering	Engage Data Gathering	Make Sense of Data	Make Sense of Data	Draft Strategic Plan		Finalize Strategic Plan
Managers, Faculty and Staff			3. Formal meetings to obtain input on Strategic Priorities & Budget	3. Formal meetings to obtain input on Strategic Priorities & Budget				8. Provide Feedback			9. Budget mgrs. use DAPs to develop Employee Goals

Represents Planning for the next fiscal year

DAP - Dept. Action Plan

YC BUDGETING PROCESS

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board		1. Reaffirm/change End Statements	10. Review Prior Year Progress Toward Ends			Enviro Analysis & Budget Assumptions	Capital Budget Draft Plan	Approve Revenue Plan	Preliminary Budget Approval	Truth in Taxation Hearing Final Budget Approval	
President's Staff		Budget Kick-Off Overview						7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan	Operating Budget Analysis	Capital Budget Analysis	4. Create CIP Priorities	5. Revenue Analysis & Recommendations	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's				
Managers, Faculty and Staff			3. Formal meetings to obtain input on Strategic Priorities & Budget	3. Formal meetings to obtain input on Strategic Priorities & Budget	Create & Prioritize DAPS and Requests for New Resources			8. Provide Feedback			9. Budget mgrs. use DAPs to develop Employee Goals

Represents Planning for the next fiscal year
 Represents Budget Process for next fiscal Year

DAP - Dept. Action Plan
 KPI = Key Performance Indicator

YC STRATEGIC PLANNING CYCLE

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board		1. Reaffirm/change End Statements	10. Review Prior Year Progress Toward Ends			Enviro Analysis & Budget Assumptions	Capital Budget Draft Plan	Approve Revenue Plan	Preliminary Budget Approval	Truth in Taxation Hearing Final Budget Approval	
	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget
President's Staff		Budget Kick-Off Overview						7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan	Operating Budget Analysis	Capital Budget Analysis	4. Create CIP Priorities	5. Revenue Analysis & Recommendations	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's				
		Quarterly review on progress of SP			Quarterly review on progress of SP			Quarterly review on progress of SP			Quarterly review on progress of SP
	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget	Review Budget
	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's	Review some KPI's
Managers, Faculty and Staff			3. Formal meetings to obtain input on Strategic Priorities & Budget	3. Formal meetings to obtain input on Strategic Priorities & Budget	Create & Prioritize DAPS and Requests for New Resources			8. Provide Feedback			9. Budget mgrs. use DAPS to develop Employee Goals
											Annual Employee Performance Review
	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS	Implement DAPS

Represents Planning for the next fiscal year
 Represents Budget Process for next fiscal Year
 Represents Implementation for the current fiscal year

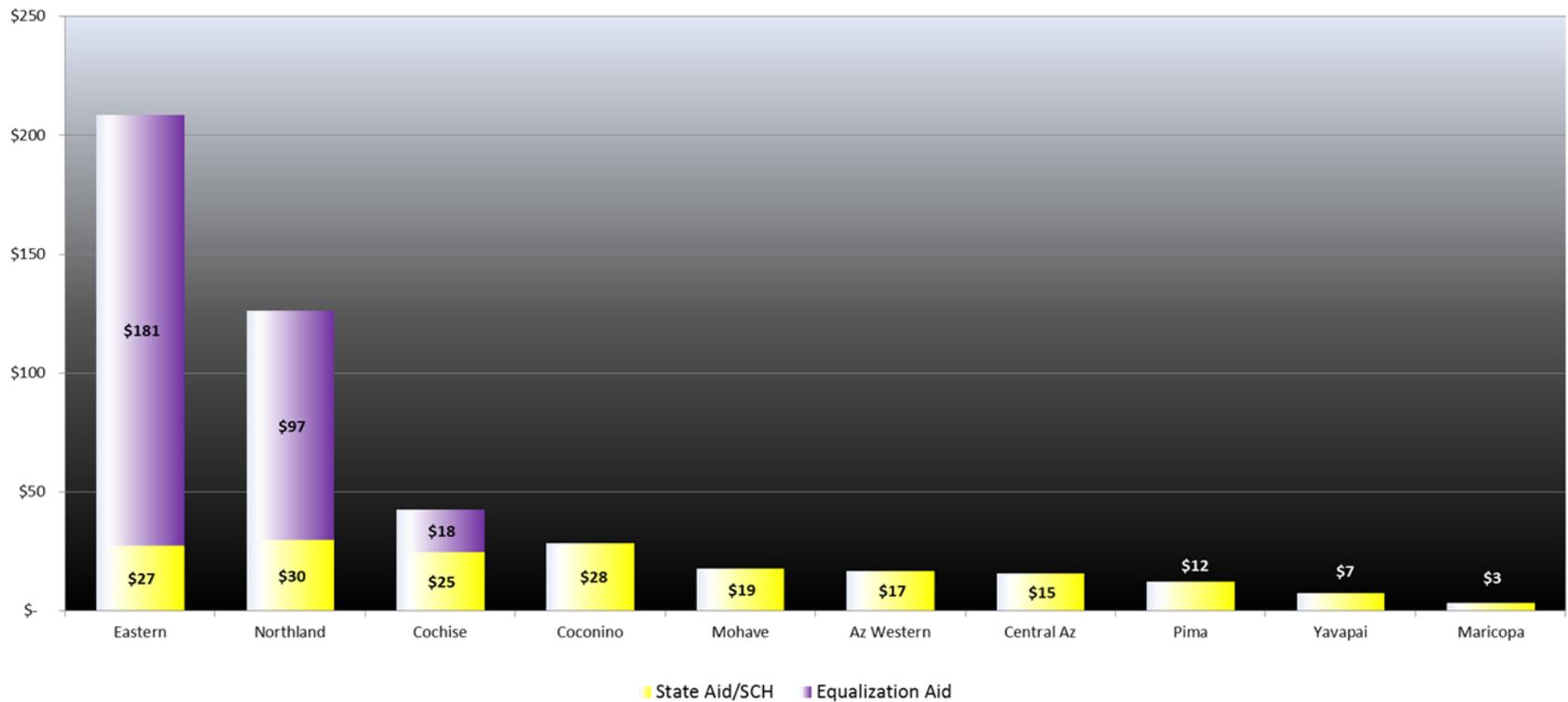
DAP - Dept. Action Plan
 KPI = Key Performance Indicator
 SP = Strategic Plan

PRIMARY REVENUE SOURCES

- **State Appropriation**
- **Tuition & Fees**
- **Property Taxes**

STATE M&O APPROPRIATION

Arizona Community Colleges
State Support by Student Credit Hour
FY 2014-15



ANTICIPATED CHANGE IN STATE APPROPRIATIONS

- **Operations:**

- -\$20k Enrollment Decrease

- **Capital/ STEM:**

- No change

- **If across-the-board cuts**

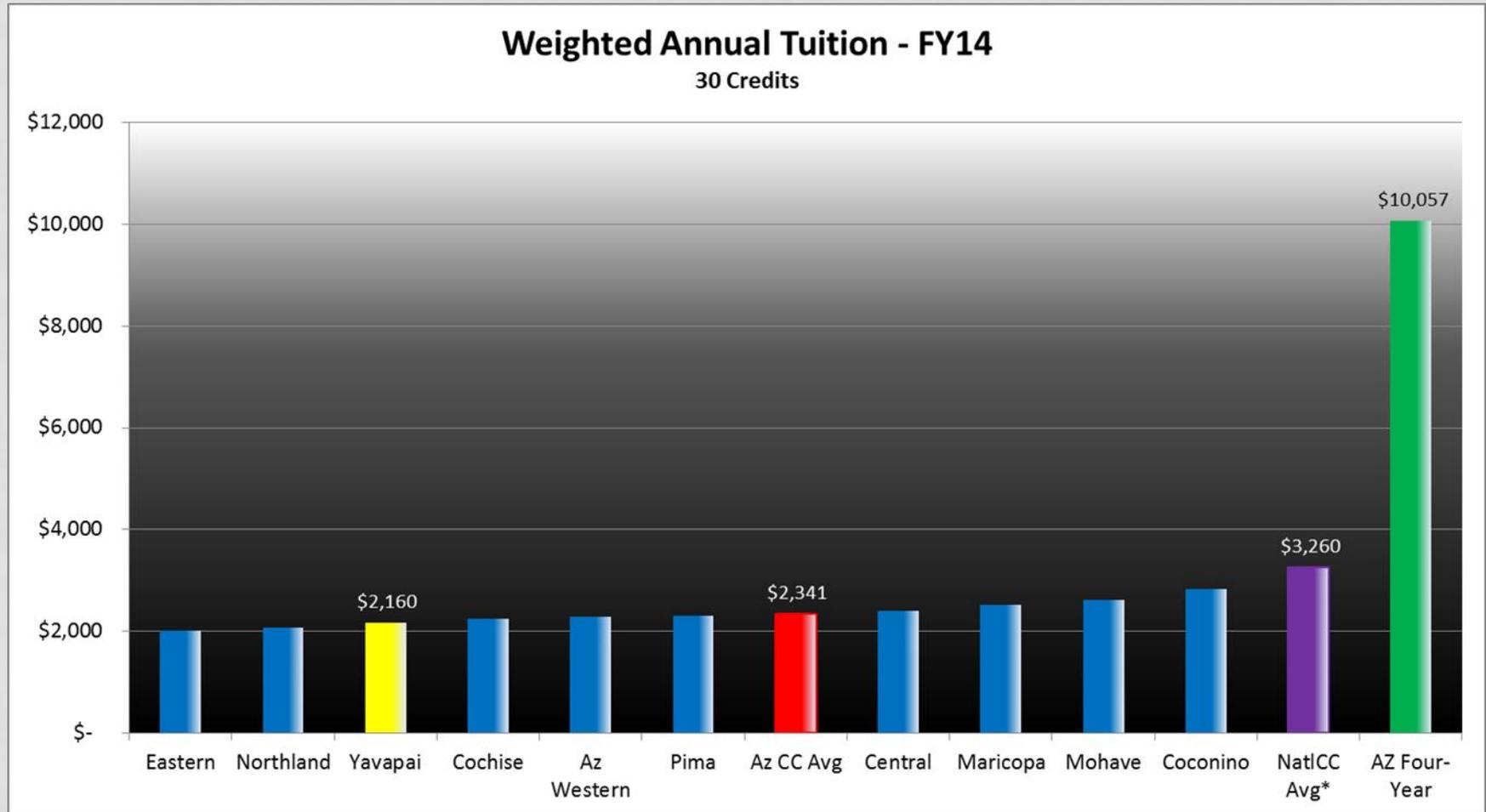
- **Operations:**

- -\$120k State Budget Cuts

- **Capital/ STEM:**

- -\$120k State Budget Cuts

Tuition & General Fees



Source: ACCBOC,
CollegeBoard Trends,
JLBC FY15 Baseline
Report

TUITION & FEE GOALS

- **Be transparent**
 - Very few course/ program fees
- Price increases **near average inflation** rate
- Remain **price-competitive** with AZ schools
- Keep price more than 19% below national average Community College T&F to **remain accessible**

	County	AZ	US
Median \$	\$42,987 (-19%)	\$49,771	\$53,046
Poverty	15.8%	17.9%	15.4%

TUITION & FEE DECISIONS

- **In State**
 - **3 Tiers (almost no course fees)**
 - Gen Ed
 - Lab
 - CTE/ Allied Health
 - **Dual Credit**
 - **Market Based**
 - **General Fees**
 - **Course Fees**
- **Out of State**
 - **WUE**
 - **Regular**
- **Services**

IN-STATE TUITION RECOMMENDATIONS

- **In-state**
 - Tier 1: +\$3
 - Tier 2: +\$3
 - Tier 3: +\$4
 - \$400k increase (4%)
- **Dual Credit**
 - no charge
- **Market Based**
 - AVT:
 - EMS:
 - FSC: +43
 - GST:
 - NARTA:
 - NUR:
 - RAD: +\$11
- **Exceptions**
 - See spreadsheet

GENERAL FEES AT YAVAPAI COLLEGE

- **We have very few fees**

- **No**

- Application
- Registration
- Add/ Drop
- Technology
- Parking
- Student Activity
- Online Course
- Most Courses
- Most Programs
- Graduation

- **Yes (no changes)**

- Nursing Application
- Course Audit Fee
- CLEP Exam
- Credit by Exam
- GED Test
- Official Transcript
- Replacement Diploma

COURSE FEE RECOMMENDATIONS

- **Aviation
(pass through)**
 - Helicopter **6.87%**
 - Fixed Wing **9%**
- **Justifications**
 - Increase flight hours
 - Increase operating costs
 - Increased FAA fees
 - First Fixed Wing price increase since program inception

OUT-OF-STATE TUITION RECOMMENDATIONS

- **Out-of-State**

- **WUE: +3.5%**

- Students from AK, AZ, CA, CO, HI, ID, MT, NV, NM, ND, OR, SD, UT, WA, WY pay 150% of in-state rates
- Do NOT include AVT, EMS, FSC, GST, NUR, RAD, UAS

- **Standard Rate: +3.5%**

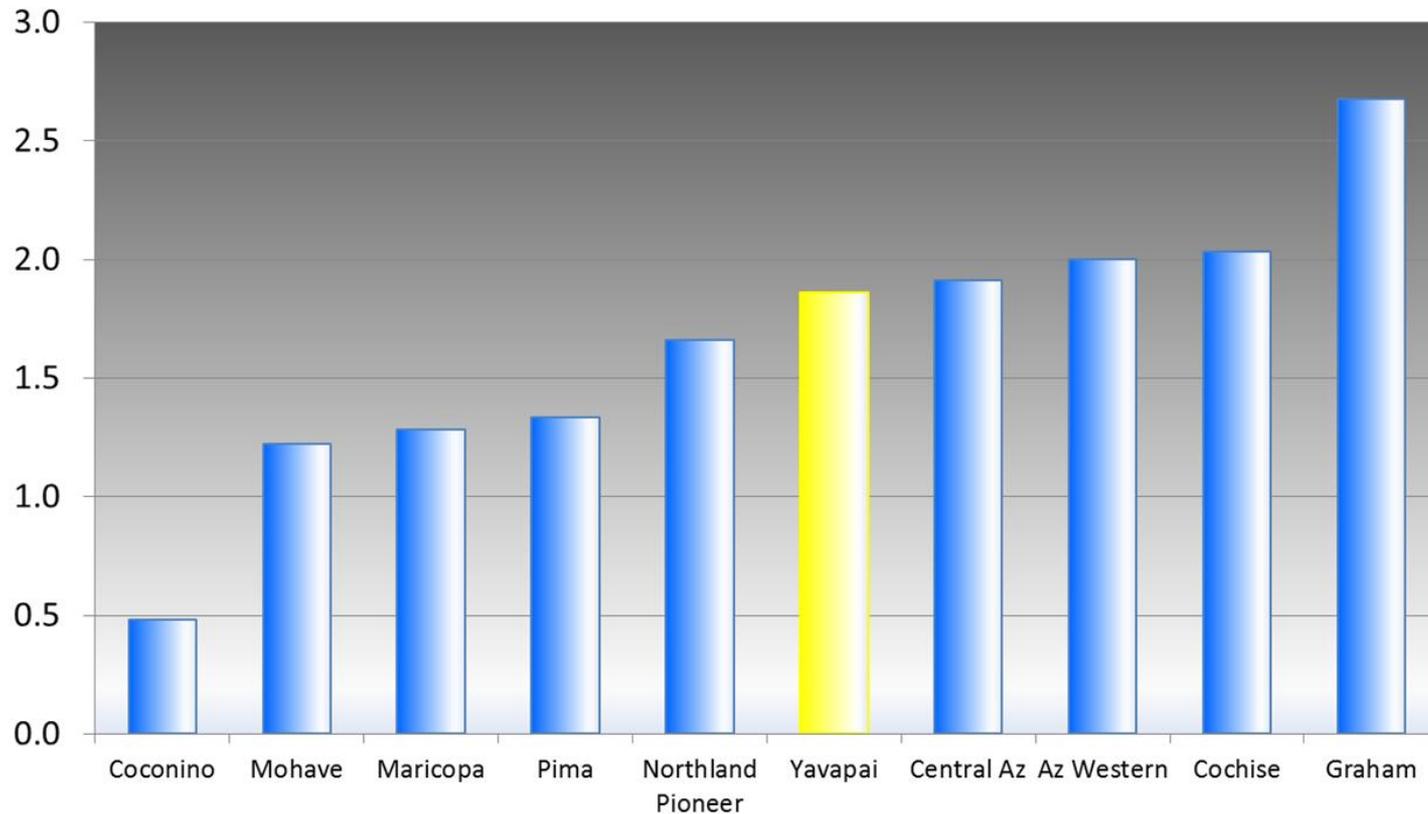


OTHER SERVICES

- **Residence Halls: +3%**
- **Meal Plans: +3%**
- **Family Enrichment Center: +3%**

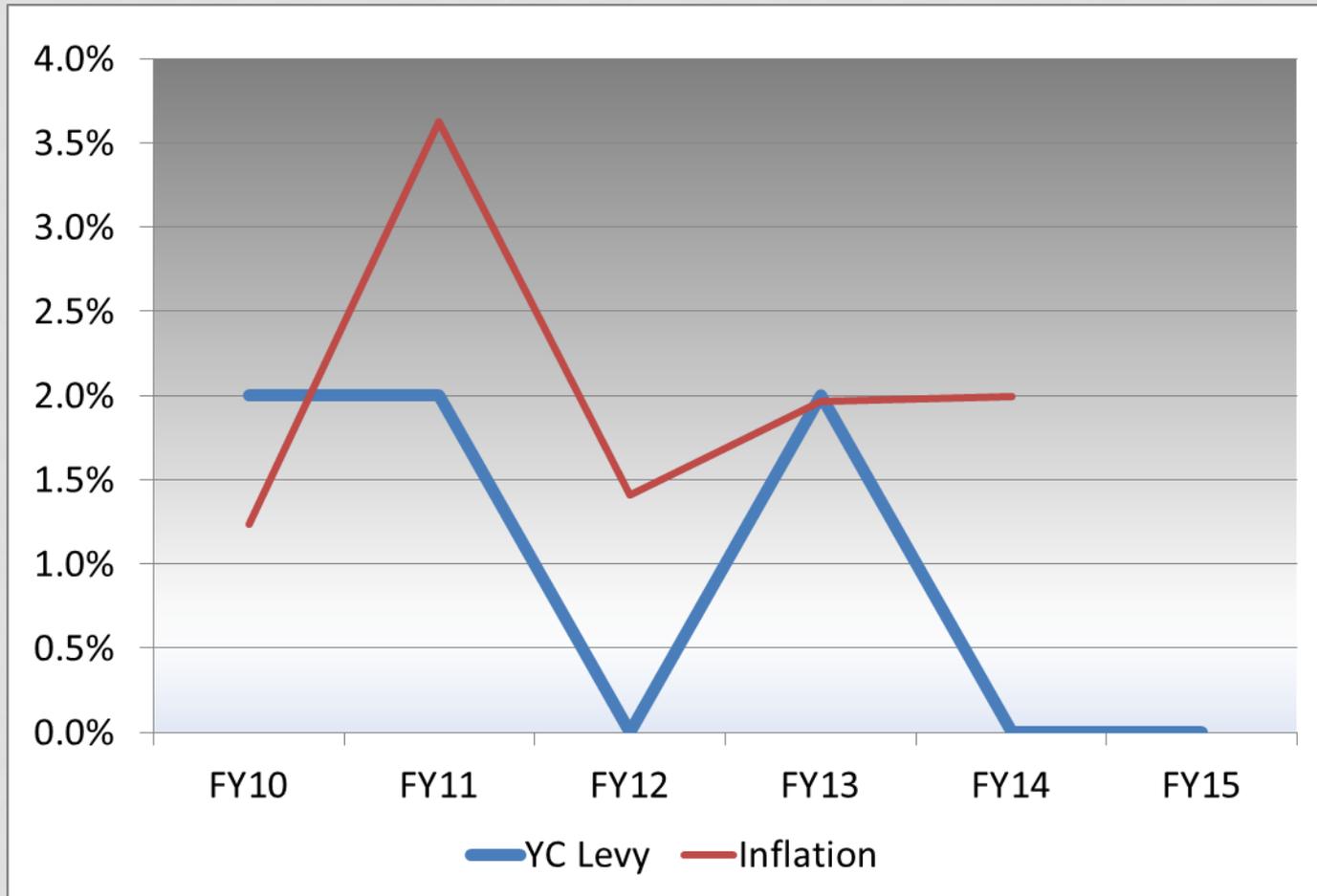
REVENUES: PROPERTY TAX

Arizona Community College
2015 Primary Property Tax Rates
(in mils)



Source: Consolidated Community College 2015 State Aid Request

UNRESTRICTED REVENUES: PROPERTY TAX PROPERTY TAX LEVY VS. INFLATION



Inflation averaged 2%

YC Tax Levy increase averaged 1%

PROPERTY TAXES

- **9 of 10 community college districts plan to request 2% Levy increase**
- **YC Levy:**
 - **Per statute, could request up to 10%**
 - **Will request 2% (\$820k)**
 - **First request in 3 years**

Discussions

**TUITION DECISION
&
PROPERTY TAX FEEDBACK**