![Yavapai College - life explored logo]

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

Verde Valley Campus

601 Black Hills Drive, Building M, Room 137

Clarkdale, Arizona

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

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

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

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

Item No.	Item	Time Req.	Start Time	Ref No.
1	CALL TO ORDER - HEADING	0	1:00 PM	601464
2	Call to Order - PROCEDURAL	0	1:00 PM	601465
3	Pledge of Allegiance - PROCEDURAL	1	1:00 PM	601466
4	Welcome to Guests and Staff - PROCEDURAL	1	1:01 PM	601467
5	Approval of February 9, 2016 District Governing Board Budget Workshop Minutes and the February 9, 2016 District Governing Board Regular Board Meeting Minutes - DISCUSSION AND/OR DECISION	3	1:02 PM	601468
6	Adoption of Agenda - DECISION	5	1:05 PM	601469
7	OWNERSHIP LINKAGE - HEADING	0	1:10 PM	601470
8	Open Call - PROCEDURAL	20	1:10 PM	601472
9	CONSENT AGENDA - HEADING	0	1:30 PM	601473

Item No.	Item	Time Req.	Start Time	Ref No.
10	Receipt of Report on Revenues and Expenditures - Month of February 2016 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:30 PM	601474
11	Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation - February 2016 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:31 PM	601475
12	Receipt of the President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves - February 2016 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:32 PM	601476
13	INFORMATION - HEADING	0	1:33 PM	601478
14	Information from the President to Include: All Arizona Academic Team; Yavapai College Staff Association (YCSA) Report; Search for Vice President for Instruction and Student Development; Health Summit Update; Community Outreach; Spring Open Forums; Evening of Recognition; College Highlights; and Other Related Issues - INFORMATION AND/OR DISCUSSION	15	1:33 PM	601479
15	Information from the Interim Vice President for Instruction and Student Development to Include the Following Areas: Faculty Senate; Verde Valley Campus Update; Arizona Transfer; and Other Related Information - INFORMATION AND/OR DISCUSSION	20	1:48 PM	601480
16	MONITORING REPORTS - HEADING	0	2:08 PM	601482
17	Receipt of the President's Monitoring Report - Executive Limitation 2.3.4 - Real Property - MONITORING, DISCUSSION, AND/OR DECISION	5	2:08 PM	601483
18	Receipt of Board Self-Evaluation - Governance Process Policy 3.5 - Board Chair and Other Officer Roles - MONITORING, DISCUSSION, AND/OR DECISION	5	2:13 PM	601484
19	Receipt of Board Self-Evaluation - Board/President Linkage Policy 4.4 - Monitoring President Performance - MONITORING, DISCUSSION, AND/OR DECISION	5	2:18 PM	601485
20	Overview of the President's Evaluation Process - DISCUSSION AND/OR DECISION	5	2:23 PM	601486
21	SHORT RECESS - PROCEDURAL	10	2:28 PM	601487
22	POLICY ISSUES - HEADING	0	2:38 PM	601488
23	For Consideration for Approval of Proposed Tuition and Fees for Fiscal Year 2016-2017 - INFORMATION, DISCUSSION, AND/OR DECISION	30	2:38 PM	601489
24	Review of the District Governing Board Budget Proposal for FY 2016-2017 - INFORMATION, DISCUSSION, AND/OR DECISION	15	3:08 PM	601490
25	Discussion of a Separate Verde Valley Administrative College - INFORMATION, DISCUSSION, AND/OR DECISION	15	3:23 PM	626435
26	OWNERSHIP LINKAGE - HEADING (CONTINUED)	0	3:38 PM	601493
27	Receipt of the Second District Governing Board Annual Report - INFORMATION AND/OR DISCUSSION	5	3:38 PM	601494

Item No.	Item	Time Req.	Start Time	Ref No.
28	Review of Completed Board Members' 2016 Annual Conflict of Interest Forms - INFORMATION AND DISCUSSION	10	3:43 PM	621948
29	Board Meeting Evaluation (Quarterly) - INFORMATION AND/OR DISCUSSION	10	3:53 PM	601495
30	Reports from Board Liaisons - Association of Community College Trustees (ACCT); Arizona Association for District Governing Boards (AADGB); Verde Valley Board Advisory Committee (VVBAC); Yavapai College Foundation; and Board Spokesperson - INFORMATION AND/OR DISCUSSION	5	4:03 PM	601496
31	OTHER INFORMATION - HEADING	0	4:08 PM	601497
32	Correspondence to the Board - RECEIPT	5	4:08 PM	601498
33	Proposed Dates and Places of Future Meetings for 2016 - RECEIPT, DISCUSSION, AND/OR DECISION	5	4:13 PM	601499
34	ADJOURNMENT OF REGULAR MEETING - PROCEDURAL	1	4:18 PM	601500

Presenter : Patricia McCarver	Start Time : 1:00 PM	Item No : 1
Proposed By : Patricia McCarver	Time Req : 0	
Proposed : 10/23/2015	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.	558881

Description : CALL TO ORDER - HEADING

Details :

Attachments :
No Attachments

Presenter : Patricia McCarver	Start Time : 1:00 PM	Item No : 2
Proposed By : Patricia McCarver	Time Req : 0	
Proposed : 10/23/2015	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.	558881

Description : Call to Order - PROCEDURAL

Details :

Attachments :
No Attachments

	Presenter : Patricia McCarver	Start Time : 1:00 PM	Item No : 3
	Proposed By : Patricia McCarver	**Time Req :** 1	
	Proposed : 10/23/2015	**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.	558881

Description : Pledge of Allegiance - PROCEDURAL

Details :

Attachments :

No Attachments

	Presenter : Patricia McCarver	Start Time : 1:01 PM	Item No : 4
	Proposed By : Patricia McCarver	**Time Req :** 1	
	Proposed : 10/23/2015	**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.	558881

Description : Welcome to Guests and Staff - PROCEDURAL

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver	**Start Time :** 1:02 PM	**Item No : 5**
Proposed By : Patricia McCarver	**Time Req :** 3	
Proposed : 10/23/2015	**Item Type :** Decision Item	

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

Description : Approval of February 9, 2016 District Governing Board Budget Workshop Minutes and the February 9, 2016 District Governing Board Regular Board 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 February 9, 2016 Budget Workshop and the February 9, 2016 Regular Board Meeting. As part of the Board Agenda, the record of the proceedings of the previous meetings are presented for Board approval, reporting the kind of meeting, date, and place of the meeting, participants present, approval of consent items, and all the main motions, the hours of the meetings(s), and the adjournment. The approved minutes are used to establish a permanent record of decisions approved by the District Governing Board. (Executive Session minutes are confidential by statute and are; therefore, not included in public meeting documents.)

Attachments :

Title	Created	Filename
Unapproved Workshop Meeting Minutes -Feb 9.pdf	Feb 24, 2016	Unapproved Workshop Meeting Minutes -Feb 9.pdf
Unapproved Regular Meeting Minutes -Feb 9.pdf	Feb 26, 2016	Unapproved Regular Meeting Minutes - Feb 9.pdf

Yavapai College District Governing Board

Unapproved Minutes of Board Workshop

Tuesday, February 9, 2016
9:30 AM
Rock House, Prescott Campus
1100 E. Sheldon Street
Prescott, Arizona

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

Members Present:

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

Administration Present:

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

1. **CALL TO ORDER - HEADING**
    2. **Call to Order – PROCEDURAL**
       Chair McCarver called the Yavapai College District Governing Board meeting to order at 9:31 p.m.
    3. **Welcome to Guests and Staff – PROCEDURAL**
       Chair McCarver welcomed all guests and staff.
    4. **Adoption of Agenda – DECISION**
       Member Sigafoos, moved, seconded by Member Filardo, to adopt the agenda as written. Motion carried unanimously.

5. **POLICY ISSUES – HEADING**
    6. **Review of Yavapai College FY 2016-2017 Preliminary Budget - INFORMATION AND/OR DISCUSSION** (refers Yavapai College Budget Work Study – PowerPoint)
       Dr. Clint Ewell, Vice President for Finance and Administrative Services provided information on the FY 2016-2017 preliminary budget as follows:
       − The Board Ends and Mission/Vision of Yavapai College accomplished through the budget.
       − Budget Timeline.
       Scott Farnsworth, Interim Vice President for Instruction and Student Development, and Tom Hughes, Director for Effectiveness and Institutional Research, provided information to include:
       - Service District Overview: geography, population centers, demographics, educational attainment, economics, income, free/reduced lunch programs, and job sectors.
       - Yavapai College Overview: delivery mode, programs by location, enrollment by location, school district partnerships, online enrollments, student demand by subject, demographics, attendance status, financial aid, credit enrollment, non-credit enrollments, and total enrollment.
       - Yavapai College Activities and Results: Strategic Plan 2015-2020; Education – successful outcomes, retention, completion, transfer, and satisfaction; Economic Development, and Community Engagement.

7. **SHORT RECESS – PROCEDURAL**
   Meeting recessed at 10:47 a.m.; reconvened at 11:02 a.m.

8. **POLICY ISSUES – HEADING - CONTINUED**
    9. **Continued Review of Yavapai College FY 2016-2017 Preliminary Budget - INFORMATION AND/OR DISCUSSION**
       Dr. Clint Ewell, Vice President for Finance and Administrative Services, and Frank D'Angelo, Controller, provided information on the FY 2016-2017 preliminary budget as follows:

- Types of Revenue: property tax, tuition & fees, and state appropriation.
- Revenues at Risks: aviation, state M&O, enrollments, SB1476, K-12 funding, state STEM, and Prop 301.
- Expenses: expenditures by fund, operating costs benchmarks, unrestricted operating costs per FTE trends, operating costs (education & general, auxiliaries, public services), cost efficiency, instruction function, benefits, compensation, and utilities.

10. SHORT RECESS AND POSSIBLE WORKING LUNCH– PROCEDURAL
No Recess

11. ADJOURNMENT OF REGULAR MEETING - PROCEDURAL
Member Sigafoos moved, seconded by Member Filardo, to adjourn the meeting. Motion carried unanimously.
Board Workshop adjourned at 12:00 p.m.

Respectfully submitted:

_____/S/_____   Date: <u>March 1, 2016</u>
Ms. Karen Jones, Recording Secretary

_____/S/_____   _____/S/_____
Dr. Patricia McCarver, Chair   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.

Yavapai College District Governing Board

Regular Board Meeting
Unapproved Minutes of Regular Meeting
Tuesday, February 9, 2016
1:00 PM
Rock House, Prescott Campus
1100 E. Sheldon Street
Prescott, Arizona

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Members Present:
Dr. Patricia McCarver, Chair   Mr. Steve Irwin, Secretary
Mr. Albert Filardo, Board Member   Mr. Ray Sigafoos, Board Member
Ms. Deb McCasland, Board Member
Administration Present:
Dr. Penelope H. Wills, President   Lynne Adams, Board Attorney
Other staff attending are on file in the District Office

1. **CALL TO ORDER - HEADING**
   2. **Call to Order – PROCEDURAL**
      Chair McCarver called the Yavapai College District Governing Board meeting to order at 1:00 p.m.
   3. **Pledge of Allegiance – PROCEDURAL**
      The Pledge of Allegiance was led by Member Sigafoos.
   4. **Welcome to Guests and Staff – PROCEDURAL**
      Chair McCarver welcomed all guests and staff.
   5. **Approval of District Governing Board January 12, 2016 Regular Meeting Minutes - DISCUSSION AND/OR DECISION** (refer to Board agenda, pgs. 6-10)
      Member Filardo moved, seconded by Member Irwin, to approve the District Governing Board January 12, 2016 Regular Meeting Minutes. Motion carried unanimously.
   6. **Adoption of Agenda – DECISION**
      Member Sigafoos moved, seconded by Member Filardo, to adopt the agenda as written. Motion carried unanimously.
   7. **Open Call - PROCEDURAL**
      The following owner addressed the Board:
      Capital Fund Transfer - John Lamerson
8. **CONSENT AGENDA – HEADING**
   Member Sigafoos moved, seconded by Member Filardo, to approve Consent Agenda as written with removal of item #9, #11, and #12 for further discussion. Motion carried unanimously.
   9. **Receipt of Report on Revenues and Expenditures – Month of January 2016 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 13-22)
      Member McCasland moved, seconded by Member Filardo, to receive the Report on Revenues and Expenditures – Month of January 2016 as written. Motion carried unanimously.
   10. **Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation – January 2016 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 23-25)
      The President reported compliance.
   11. **Receipt of President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves – January 2016 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 26-28)
      The President reported compliance.
      The Board requested to discuss Executive Limitations Policy 2.3.2 - Reserves regarding designated fund reserve targets set by the Board.
      Member McCasland moved, seconded by Member Filardo, to approve President's Monthly Monitoring Report: Executive Limitations 2.3.2 - Reserves – January 2016 as written. Motion carried unanimously.
   12. **For Consideration for Approval of Resolution 2016 - #01 - Capital Accumulation Account Contribution - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 29-30)
      The Arizona Constitution allows a community college district to accumulate amounts for the purpose of purchasing land, buildings or improvements or constructing buildings or improvements. By restricting these resources for the above purposes, the expenditures for the purposes stated will qualify as exclusion to the State imposed expenditure limitation calculation in subsequent fiscal years.
      Member Sigafoos moved, seconded by Member McCarver, to approve Resolution 2016-#01 – Capital Accumulation Account Contribution as written. Motion carried with 4 yes votes and 1 no vote from Member McCasland.

13. **For Consideration for Approval of the Third Amendment to an Intergovernmental Lease Agreement Between Northern Arizona Council of Governments (NACOG), Head Start and Yavapai College for Land at the Verde Valley Campus - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 31-35)
   For consideration for approval of the third amendment to an intergovernmental lease agreement between Northern Arizona Council of Governments (NACOG), Head Start and Yavapai College whereas Head Start to lease .76 acres of land at the Verde Valley Campus. The amendment would extend the term from July 1, 2016 through June 30, 2021.

14. **INFORMATION - HEADING**

15. **Information from the President to Include: Yavapai College Smoking Policy; Community Outreach Letter; Yavapai Combined Trust Quarterly Report; College Highlights; Yavapai College Staff Association Update; Facilities Management News; and Other Related Information - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 37-70)
   Dr. Penny Wills reported on the following topics with discussion from the Board:
   – Yavapai College Smoking Policy
   – Community Outreach Letter has been distributed to leaders and groups throughout the county, as well as the Executive Team will be presenting to several City/Town Councils - Attached
   – Yavapai Combined Trust Quarterly Report - Attached
   – College Highlights - February 2016 - Attached, Information Only
   – Yavapai College Staff Association Update - January 2016 - Attached, Information Only
   – Facilities Management News- Attached, Information Only
   – Other Related Information - The State of Arizona Bureau of Emergency Medical Services and Trauma Systems has renewed the training program certificate for Yavapai College

16. **Information from Instruction and Student Development to Include: Faculty Senate; Business, Education, and Social Sciences Division; Student Leadership Council; FY 17-18 Academic Calendar; Adjunct Advisor; and Other Related Information - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 71-92)
   Scott Farnsworth, Interim Vice President for Instruction and Student Development presented the following:
   – Faculty Senate - David Gorman, President, reported the Spring semester activities will include faculty engaged in the new Higher Learning Commission credentials requirements, pathways, faculty emeritus, proposed new academic calendar models (e.g. 8 week terms), Vice President search, Strategic Enrollment Management, and ITS Cloud Based Solutions Committee.
   – Update from Business, Education, and Social Sciences Division - Jill Fitzgerald, Division Dean, presented the Guided Pathways – The Beginning with the following highlights:
     o Reference materials included *Redesigning America's Community College* authored by Bailey, Jaggars and Jenkins
     o The big picture of community colleges in the nation
     o Promoting student success
     o Suggested timeline and implementation and change
     o Progression plan
   – Student Leadership Council - Nichole Wilson, Student Leadership Council (SLC) Faculty Coordinator and students, Justice Ramos and Jennifer Kelly provided information regarding membership and activities for 2015-2016.
   – FY17-18 Academic Calendar - Attached
   – Adjunct Advisor - Attached - Information only

17. **POLICY ISSUES – HEADING**

18. **Review and Summary of the February 9, 2016 Board Budget Workshop - INFORMATION AND DISCUSSION** (refer to Budget Work Study Summary, handout)
   Dr. Clint Ewell, Vice President for Finance and Administrative Services summarized the February 9, 2016 morning Board Budget Workshop, followed by Board discussion.

19. **Receipt of the Independent Auditors' Report on Internal Controls and the Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ended June 30, 2015 - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 95-179; and Financial Review FY 2014-15, handout)
   Dr. Clint Ewell, Vice President for Finance and Administrative Services, and Frank D'Angelo, Controller, provided a brief presentation and highlights of the Independent Auditors' Report on Internal Controls, the Financial Audit, the status of the Federal Single Audit and other communications.
   – Unmodified Audit Opinion
   – Anticipating receipt of The Certificate of achievement for Excellence in Financial Reporting award from Government Finance Officers Association
   – Positive Financial Results
   – Governmental Accounting Standard Board (GASB) 68 Implementation

20. **SHORT RECESS – PROCEDURAL**
   Meeting recessed at 2:28 p.m.; reconvened at 2:42 p.m.

21. **POLICY ISSUES – HEADING - CONTINUED**

22. **Preliminary Capital Budget Presentation FY 2016-2017 - INFORMATION AND/OR DISCUSSION** (refer to FY17 Capital Budget, handout)

Dr. Clint Ewell, Vice President for Finance and Administrative Services, presented Capital Budget Information including a Capital Improvement Plan for consideration by the Board. These assumptions provided 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 2106-2017.
- Types of Capital
  - o Debt Fund: GO Bond, Revenue Bond, Pledged Revenue Obligations Bond
  - o Plant Fund: Fixed, Variable, Contingency
- Existing Debt: GO Bonds, Pledged Revenue Obligation Bonds, and Revenue Bonds
- Draft Preventative and Unplanned Maintenance
- Draft Equipment Replacement Plan
- Draft 2016-17 Capital Improvement Plan to include: Renovate and expand the Prescott Valley Center, remodel Sedona Center, renovation of Building 15 (Prescott Campus), and Open Space Improvements (District wide).

23. **Review of the District Governing Board - President Linkage Policy 4.2. - Accountability of the President and Related Employment Policies - INFORMATION, DISCUSSION, AND/OR DECISION**

The Board discussed the Board - President Linkage Policy 4.2 - Accountability of the President, and Related Policies that assign the President as the only link to authority and accountability of staff, which include employment contracts, amendments, or terminations.

Member Filardo read an email from a Verde Valley reporter questioning why Senior Leadership at the Verde Valley Campus is not limited to only local applicants. Member Filardo suggested that the hiring process for specifically Verde Valley positions be made public.

Dr. Wills responded that the hiring process for all senior leadership includes a search committee and internal/external forums with purpose to select the most qualified candidate. The Verde Valley Associate Dean search committee which included only faculty and staff from the Verde Valley Campus. All senior leadership hiring processes currently are public via website, advertising, open forums, etc.

24. **MONITORING REPORTS – HEADING**

25. **Receipt of President's Monitoring Report - Executive Limitation 2.3.3 - Certification Financial Records - MONITORING, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 184-189)

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.

Member Filardo moved, seconded by Member Irwin, that we have read the President's Monitoring Report regarding Policy 2.3.3, and 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 this policy. Therefore, I move that we accept the Monitoring Report for Policy 2.3.3. Motion carried unanimously.

26. **Board Self-Evaluation - Governance Policy 3.3 - Board Member Code of Conduct and Ethics - MONITORING AND DISCUSSION** (refer to Board agenda, pgs. 190-198)

Refer to Policy 3.3 Evaluation compilation and Board member comments.

27. **OWNERSHIP LINKAGE - HEADING**

28. **District Governing Board Liaison Appointments - DISCUSSION AND/OR DECISION**

Chair McCarver appointed the following Board liaison positions for 2016:
Yavapai College Foundation Liaison – Chair McCarver with Member Irwin as backup liaison
Arizona Association for District Governing Boards (AADGB) Liaison – Member Sigafoos
Verde Valley Board Advisory Committee (VVBAC) – Member Filardo
Board Spokesperson – Chair McCarver

29. **Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB) and Association of Community College Trustees (ACCT); Verde Valley Board Advisory Committee (VVBAC); and Yavapai College Foundation – INFORMATION, DISCUSSION, AND/OR DECISION**
    - Arizona Association for District Governing Boards (AADGB) – Member Sigafoos reported no meeting in February, but has received correspondence regarding a Governance Institute for Student Success conference on September 10th.
    - Verde Valley Board Advisory Committee (VVBAC) - Member Filardo informed the Board that VVBAC is requesting to add an additional question to the Ownership Linkage survey and will submit to the Board prior to implementing. The VVBAC will now be meeting once per month and will narrowing recording of minutes. Dr. Wills and Member Irwin attended the February 3rd VVBAC meeting. Member Filardo also referenced the Verde Valley Independent article regarding the Open Meeting requirements as applied to the VVBAC. Lynne Adams, Legal Counsel will provide legal advice regarding a VVBAC agenda that will meet Open Meeting requirements.
    - Yavapai College Foundation - Chair McCarver reported that the Foundation met on January 13th to include a new viticulture/enology scholarship and presentations from the auxiliaries groups.

30. **Ownership Linkage Plan Quarterly Update - INFORMATION, DISCUSSION, AND/OR DECISION**

The Board reviewed the quarterly status report of the 2015-2016 Ownership Linkage Plan that included the Annual Report, Webpage Survey, and Focus Forums.

31. **Review of the District Governing Board Response to The Verde Valley Board Advisory Committee (VVBAC) Recommendations - INFORMATION, DISCUSSION AND/OR DECISION**
Further discussion of the Board's Response to the Verde Valley Board Advisory Committee (VVBAC) recommendations, which was presented in November 2015. The recommendations were reviewed and discussed for consideration during the development of Board Ends and the College's Strategic Plan. Dr. Wills and her staff provided specific follow-up by creating a matrix representing the appropriate link of the VVBAC recommendations to the 2015-2020 Strategic Plan.
The Board requested to discuss a Separate Verde Valley Administration College at the March District Governing Board.

32. **BOARD EDUCATION / STRATEGIC THINKING AND PLANNING - HEADING**

33. **State of Arizona Constitutional Expenditure Limitations Legislative Proposals - INFORMATION, DISCUSSION AND/OR DECISION**
The Board reviewed legislation regarding the Constitutional Expenditure Limitations and FTSE estimation process to include a summary of the Maricopa Community College Expenditure Limitation work session held on February 2, 2016.
Dr. Ewell and Member Sigafoos highlighted that the February 2nd meeting included representation from all the Arizona community colleges and unanimity regarding support of specific language for this legislation. The language would address the calculation of FTSE that would allow appropriate expenditure limitations.
The Board agrees no need to meet with ATRA.

34. **Board Education regarding Open Meeting Law, Ethics, and Conflict of Interest Declaration - INFORMATION AND DISCUSSION**
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 were 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 February 22, 2016. The Conflict of Interest forms will be shared and reviewed by all Board members at the March 1, 2016 Regular Board meeting. This form shall be kept in a file maintained by the College and which shall be open to the public.

35. **OTHER INFORMATION - HEADING**

36. **Correspondence to the Board – RECEIPT**
Correspondence received included:
Comprehensive Annual Financial Report (CAFR)

37. **District Governing Board Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION** (refer to Board agenda, pgs. 241-244)
The Board reviewed Fiscal Year 2015-2016 District Governing Board proposed meetings, dates, times, and locations, to include the upcoming International Policy Governance Association (IPGA) 2016 Annual Conference in Toronto, Canada on June 16 - 18, 2016.

38. **ADJOURNMENT OF REGULAR MEETING - PROCEDURAL**
Member McCasland moved, seconded by Member Filardo, to adjourn the meeting. Motion carried unanimously.
Regular meeting adjourned at 4:56 p.m.

Respectfully submitted:

_____/S/_____   Date: <u>March 1, 2016</u>
Ms. Karen Jones, Recording Secretary

_____/S/_____   _____/S/_____
Dr. Patricia McCarver, Chair   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 :** 5	
Proposed : 10/23/2015	**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.	558881

Description : Adoption of Agenda - DECISION

Details :

Attachments :
No Attachments

Presenter : Patricia McCarver	**Start Time :** 1:10 PM	**Item No : 7**
Proposed By : Patricia McCarver	**Time Req :** 0	
Proposed : 10/23/2015	**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.	558881

Description : OWNERSHIP LINKAGE - HEADING

Details :

Attachments :
No Attachments

Presenter : Patricia McCarver	**Start Time :** 1:10 PM	**Item No : 8**
Proposed By : Patricia McCarver	**Time Req :** 20	
Proposed : 10/23/2015	**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.	558881

Description : Open Call - PROCEDURAL

Details : This is an opportunity for residents of Yavapai County to provide their input on any issue within the jurisdiction of the Yavapai College District Governing Board. Under the Arizona Open Meeting Law, A.R.S. §38-431.01 (H), at the conclusion of the Open Call, individual members of the public body may respond 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 the allotted time limit.

Attachments :
No Attachments

Presenter : Patricia McCarver	**Start Time :** 1:30 PM	**Item No : 9**
Proposed By : Patricia McCarver	**Time Req :** 0	
Proposed : 10/23/2015	**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.	558881

Description : CONSENT AGENDA - HEADING

Details :

Attachments :
No Attachments

Presenter : Patricia McCarver	Start Time : 1:30 PM	Item No : 10
Proposed By : Patricia McCarver	**Time Req :** 1	
Proposed : 10/23/2015	**Item Type :** Consent Item	

Policy No.	Description	Ref No
3.4.3.4	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. Therefore, the Consent Agenda will be used to: a) Deal with items which the Board has delegated but is required to review or receive by relevant law or contract; and b) To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.	560679

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

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

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

The report of Revenue and Expenditures for the eighth month of FY 2015 - 2016 ending February 29, 2016 is attached. Expenditures are reported on the modified accrual basis of accounting.

Attachments :

Title	Created	Filename
Financial Update - Feb in March.pdf	Feb 25, 2016	Financial Update - Feb in March.pdf
YCFS Feb 2016 - Governing Board Budget Report.pdf	Feb 25, 2016	YCFS Feb 2016 - Governing Board Budget Report.pdf
YCFS Feb 2016_Summary.pdf	Feb 25, 2016	YCFS Feb 2016_Summary.pdf

YAVAPAI COLLEGE

FINANCIAL UPDATE

February 2016

FY2014-2015 Close and Audit

- The year-end close for FY2014-2015 was completed in November 2015.
- The auditors began their field work on October 26, 2015. The audit report (Comprehensive Annual Financial Report) was issued in mid-December 2015 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 FY2014-2015 was presented to the Board in early February 2016.

FY 2015-2016 Budget

General Fund

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

Auxiliary Fund

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

<u>Unexpended Plant Fund</u>

- The Unexpended Plant Fund currently has a moderate surplus due to expenses/encumbrances being at 64.1% of budget through February 2016.

Other

- In August 2015 t**he District's** pledged revenue obligation bonds were **upgraded from A2 to A1 by Moody's Investors Service partly attributed** to the Dist**rict's multi**-year trend of strong operating performance and conservative expense management. Standard & Poors recently affirmed its A rating on the pledged revenue obligation bonds.

- **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 were affirmed recently and are the result of the **District's diverse tax base, solid financial policies, h**istory of operating surpluses and a low debt burden.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
REPORT OF EXPENDITURES

For the Eight Months Ended February 29, 2016
Fiscal Year 2015-2016

District Governing Board

Fiscal Year 2015-16 Budget: **$ 169,084**

	Purpose	Year-to-Date Expenditures	Encumbered Obligations	Total Expenditures/ Encumbrances	
EXPENDITURES (note 1):					
Salary Expenses	Staff Support	$ 24,737	$ 10,922	$ 35,659	
Assoc. of Community College Trustees	Membership Dues	5,585	-	5,585	
Assoc. of Community College Trustees	Conference Fees	4,810	-	4,810	
Deborah McCasland	Travel	1,788	-	1,788	
HF Group LLC	Printing	400	-	400	
IPGA	Membership Dues	350	-	350	
Karen Jones	Travel	141	-	141	
Osborn Maledon PA	Legal Counsel	16,425	21,075	37,500	
Ourboardroom Technologies	Software Maintenance	12,500	-	12,500	
Patricia McCarver	Travel	1,190	-	1,190	
Penelope Wills	Travel	1,329	-	1,329	
Ray Sigafoos	Travel	1,950	-	1,950	
Sodexo Inc.	Food Supplies	2,016	2,984	5,000	
Steve Irwin	Travel	1,783	-	1,783	
Supplies/Other	Various Vendors	441	-	441	
The Governance Coach	Consulting	4,930	-	4,930	
Yavapai Broadcasting	Board Meeting Broadcasts	1,500	1,500	3,000	
YC Printing Services	Printing	1,622	-	1,622	
					119,978

Verde Valley DGB Advisory Committee

Osborn Maledon PA	Legal Counsel	1,240	3,760	5,000	
					5,000

Remaining Budget - February 29, 2016   **$ 44,106**

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 29, 2016 - 66.7% of the Fiscal Year Complete

Fiscal Year 2015-2016

SUMMARY - ALL FUNDS

	Year-to-Date Revenues		Year-to-Date Revenues	Budget	Percent of Budget
REVENUES:					
General Fund	$ 30,529,133		$ 30,529,133	$ 43,560,000	70.1%
Restricted Fund	11,225,182		11,225,182	15,414,700	72.8%
Auxiliary Fund	3,132,611		3,132,611	4,255,300	73.6%
Unexpended Plant Fund	8,418,252		8,418,252	12,820,900	65.7%
Debt Service Fund	4,593,663		4,593,663	6,922,700	66.4%
TOTALS	**57,898,841**		**57,898,841**	**82,973,600**	**69.8%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
General Fund	$ 25,950,766	$ 8,449,013	$ 7,272,583	$ 27,127,196	$ 43,560,000	62.3%
Restricted Fund	10,839,227	529,780	407,682	10,961,325	15,414,700	71.1%
Auxiliary Fund	2,515,934	544,401	409,044	2,651,291	4,255,300	62.3%
Unexpended Plant Fund	4,800,511	3,015,918	-	7,816,429	12,820,900	61.0%
Debt Service Fund	707,093	3,885,631	-	4,592,724	6,922,700	66.3%
TOTALS	**44,813,531**	**16,424,743**	**8,089,309**	**53,148,965**	**82,973,600**	**64.1%**
SURPLUS/(DEFICIT)				**4,749,876**	**-**	

COMMENTS:

Through the eighth month, 64.1% of budget has been committed (excluding labor encumbrances) compared to 69.8% of revenues received.

The Budget currently has a surplus of $4,749,876.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 29, 2016 - 66.7% of the Fiscal Year Complete

Fiscal Year 2015-2016

GENERAL FUND

	Year-to-Date Revenues			Total Revenues	FY 15/16 Budget	Percent of Budget	FY 15/16 Estimate	Budget to Estimate Variance
REVENUES:								
Primary Property Taxes	$ 21,752,824			$ 21,752,824	$ 32,875,800	66.2%	$ 32,744,300	$ (131,500)
Tuition and Fees	9,821,998			9,821,998	12,273,000	80.0%	10,723,000	(1,550,000)
Tuition and Fees - Contingency	(366,667)			(366,667)	(550,000)	66.7%	-	550,000
State Appropriations	667,725			667,725	890,300	75.0%	890,300	-
Other Revenues	250,680			250,680	470,000	53.3%	450,000	(20,000)
Interest Income	35,306			35,306	50,000	70.6%	50,000	-
Fund Balance Applied to Budget	1,914,000			1,914,000	2,871,000	66.7%	2,871,000	-
General Fund Transfer Out	(3,546,733)			(3,546,733)	(5,320,100)	66.7%	(5,320,100)	-
TOTAL REVENUES	30,529,133			30,529,133	43,560,000	70.1%	42,408,500	(1,151,500)

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	FY 15/16 Budget	Percent of Actual and Non-Labor Encumbrances to Budget	FY 15/16 Estimate	Budget to Estimate Variance
EXPENDITURES (note 1):								
Instruction	$ 10,356,505	$ 2,958,845	$ 2,760,766	$ 10,554,584	$ 17,829,000	59.2%	$ 17,383,300	$ (445,700)
Academic Support	2,790,108	915,602	860,325	2,845,385	4,874,000	58.4%	4,776,500	(97,500)
Institutional Support	5,525,458	2,143,835	1,710,992	5,958,301	8,672,000	68.7%	8,542,000	(130,000)
Student Services	2,782,601	1,024,579	969,217	2,837,963	4,751,000	59.7%	4,656,000	(95,000)
Operation/Maintenance of Plant	3,555,569	1,355,116	936,153	3,974,532	6,125,000	64.9%	6,033,200	(91,800)
Scholarships	832,667	15,906	-	848,573	826,000	102.7%	826,000	-
Public Service	107,858	35,130	35,130	107,858	83,000	129.9%	140,000	57,000
Operating Contingency	-	-	-	-	400,000	0.0%	-	(400,000)
TOTAL EXPENDITURES	25,950,766	8,449,013	7,272,583	27,127,196	43,560,000	62.3%	42,357,000	(1,203,000)
SURPLUS/(DEFICIT)				$ 3,401,937	$ -			

COMMENTS:

Third quarter State Aid was received in January 2016.

Tuition and Fees revenues above budget due to spring 2016 tuition payments.

Scholarships at 102.7% of budget due to fall 2015 financial aid awards.

Public Service expenditures above budget due to a Career Coach position being moved from Instruction to Economic Development.

The Budget currently has a surplus of $3,401,937.

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

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 29, 2016 - 66.7% of the Fiscal Year Complete

Fiscal Year 2015-2016

RESTRICTED FUND

	Year-to-Date Revenues			Total Revenues	Budget	Percent of Budget
REVENUES:						
Federal Grants and Contracts	$ 9,435,852			$ 9,435,852	$ 13,073,000	72.2%
State Grants and Contracts	88,091			88,091	201,000	43.8%
Private Gifts, Grants and Contracts	473,493			473,493	635,000	74.6%
Proposition 301 Funds	501,373			501,373	650,000	77.1%
State Appropriation - STEM Workforce	604,275			604,275	805,700	75.0%
Fund Balance Applied to Budget	-			-	50,000	0.0%
Reimbursement Due	122,098			122,098	N/A	N/A
TOTAL REVENUES	**11,225,182**			**11,225,182**	**15,414,700**	**72.8%**

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
Instruction	$ 1,520,230	$ 271,370	$ 156,535	$ 1,635,065	$ 2,756,400	59.3%
Academic Support	-	-	-	-	4,000	0.0%
Student Services	729,649	235,376	228,114	736,911	1,107,800	66.5%
Scholarships	8,509,780	-	-	8,509,780	11,434,500	74.4%
Public Service	79,568	23,034	23,033	79,569	112,000	71.0%
TOTAL EXPENDITURES	**10,839,227**	**529,780**	**407,682**	**10,961,325**	**15,414,700**	**71.1%**
SURPLUS/(DEFICIT)				**$ 263,857**		

COMMENTS:

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

Third quarter State STEM Workforce Aid was received in January 2016.
Scholarships at 74.4% of budget due to spring semester 2016 financial aid awards.

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

	Year-to-Date Revenues		Total Revenues	FY 15/16 Budget	Percent of Budget	FY 15/16 Estimate	Budget to Estimate Variance
REVENUES:							
Residence Halls and Summer Conferences	$ 1,075,214		$ 1,075,214	$ 1,190,000	90.4%	$ 1,125,000	$ (65,000)
Bookstore Rental and Commissions	106,416		106,416	210,000	50.7%	200,000	(10,000)
Food Services Sales	17,607		17,607	40,000	44.0%	35,000	(5,000)
Vending	27,794		27,794	33,000	84.2%	33,000	-
Edventures	305,407		305,407	290,000	105.3%	310,000	20,000
Community Events	304,381		304,381	503,000	60.5%	493,000	(10,000)
Regional Economic Development Center - Training	14,960		14,960	125,000	12.0%	40,000	(85,000)
Family Enrichment Center	366,625		366,625	555,200	66.0%	555,200	-
Winery - Tasting Room	17,565		17,565	50,000	35.1%	35,000	(15,000)
Yavapai College Foundation	220,410		220,410	410,000	53.8%	370,000	(40,000)
Other	272,032		272,032	242,800	112.0%	300,000	57,200
General Fund Transfer In	673,400		673,400	1,010,100	66.7%	1,010,100	-
Auxiliary Fund Transfer Out	(269,200)		(269,200)	(403,800)	66.7%	(403,800)	-
TOTAL REVENUES	3,132,611		3,132,611	4,255,300	73.6%	4,102,500	(152,800)

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	FY 15/16 Budget	Percent of Actual and Non-Labor Encumbrances to Budget	FY 15/16 Estimate	Budget to Estimate Variance
EXPENDITURES (note 1):								
Instruction	$ 117,999	$ 12,042	$ -	$ 130,041	$ 55,100	236.0%	$ 135,000	$ 79,900
Student Services	377,230	156,817	138,711	395,336	626,400	63.1%	610,000	(16,400)
Auxiliary Enterprises	863,304	199,948	153,799	909,453	1,518,700	59.9%	1,468,700	(50,000)
Public Service	447,209	175,594	116,534	506,269	889,800	56.9%	819,800	(70,000)
Facilities & Administrative Allocation Expense	710,192	-	-	710,192	1,065,300	66.7%	1,065,300	-
Contingency	-	-	-	-	100,000	0.0%	-	(100,000)
TOTAL EXPENDITURES	2,515,934	544,401	409,044	2,651,291	4,255,300	62.3%	4,098,800	(156,500)
SURPLUS/(DEFICIT)				$ 481,320	$ -			

COMMENTS:

Residence Halls and Summer Conferences revenues are above budget due to spring semester 2016 room revenue.

Edventures sales and related expenditures are ahead of budget due to the August 2015 Scotland trip. Note, Edventures expenditures are part of Auxiliary Enterprises.

Instruction expenses are above budget due to more involved and multiple musical productions. Related revenues, which are included in the Other category, exceed budget as well.

The Budget currently has a surplus of $481,320.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 29, 2016 - 66.7% of the Fiscal Year Complete

Fiscal Year 2015-2016

UNEXPENDED PLANT FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Primary Property Taxes	$ 6,478,976		$ 6,478,976	$ 9,791,900	66.2%
Yavapai College Foundation Donation	-		-	116,000	0.0%
Investment Income	13,480		13,480	22,000	61.3%
Other	11,796		11,796	20,000	59.0%
General Fund Transfer In	1,914,000		1,914,000	2,871,000	66.7%
TOTAL REVENUES	**8,418,252**		**8,418,252**	**12,820,900**	**65.7%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
Preventative Maintenance	$ 1,137,800	$ 878,912	$ -	$ 2,016,712	$ 3,010,000	67.0%
Unplanned Maintenance	211,144	86,961	-	298,105	500,000	59.6%
Capital Improvement Projects	1,221,727	1,650,246	-	2,871,973	4,538,700	63.3%
Capital Improvements - Future Projects	930,400	-	-	930,400	1,395,600	66.7%
Equipment	1,071,883	351,214	-	1,423,097	2,280,600	62.4%
Furniture and Fixtures	186,408	-	-	186,408	250,000	74.6%
Library Books	41,149	48,585	-	89,734	98,700	35.9%
Operating Contingency	-	-	-	-	500,000	0.0%
Property Tax Contingency	-	-	-	-	247,300	0.0%
TOTAL EXPENDITURES	**4,800,511**	**3,015,918**	**-**	**7,816,429**	**12,820,900**	**61.0%**
SURPLUS/(DEFICIT)				601,823	-	

COMMENTS:

The Budget currently has a surplus of $601,823.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 29, 2016 - 66.7% of the Fiscal Year Complete

Fiscal Year 2015-2016

DEBT SERVICE FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Secondary Property Taxes	$ 3,288,090		$ 3,288,090	$ 4,967,900	66.2%
Investment Income	7,273		7,273	12,000	60.6%
General Fund Transfer In	959,333		959,333	1,439,000	66.7%
Auxiliary Fund Transfer In	269,200		269,200	403,800	66.7%
Fund Balance Applied to Budget	69,767		69,767	100,000	69.8%
TOTAL REVENUES	**4,593,663**		**4,593,663**	**6,922,700**	**66.4%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
General Obligation Bonds						
Principal Payments	$ -	$ 2,796,667	$ -	$ 2,796,667	$ 4,195,000	66.7%
Interest Payments	425,425	141,842	-	567,267	850,900	66.7%
Pledged Revenue Obligations						
Principal Payments	-	656,667	-	656,667	985,000	66.7%
Interest Payments	226,978	75,667	-	302,645	454,000	66.7%
Revenue Bonds						
Principal Payments	-	196,667	-	196,667	295,000	66.7%
Interest Payments	54,390	18,121	-	72,511	108,800	66.6%
Bank Fees	300	-	-	300	4,000	7.5%
Property Tax Contingency	-	-	-	-	30,000	0.0%
TOTAL EXPENDITURES	**707,093**	**3,885,631**	**-**	**4,592,724**	**6,922,700**	**66.3%**
SURPLUS/(DEFICIT)				**939**	**-**	

COMMENTS:

Through the eighth month, 66.3% of budget has been committed (excluding labor encumbrances) compared to 66.4% of revenues received.

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

Presenter : Patricia McCarver   **Start Time :** 1:31 PM   **Item No : 11**

Proposed By : Patricia McCarver   **Time Req :** 1

Proposed : 10/23/2015   **Item Type :** Consent Item

Policy No.	Description	Ref No
2.3.1	The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget.	560659

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

Details : For consideration for approval of the monthly monitoring report for Executive Limitation 2.3.1 - Budget Deviation. The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget.

Attachments :

Title	Created	Filename
Policy 2.3.1 Feb in March Monitoring Report Executive Limitations.pdf	Feb 25, 2016	Policy 2.3.1 Feb in March Monitoring Report Executive Limitations.pdf

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

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

Supporting Evidence: Source: Monthly Revenue and Expenditure
                                                        Financial Reports

General Fund

For the eight months ended February 29, 2016, the General Fund has a surplus of $3,401,900. This is primarily the result of tuition and fee revenues for the spring 2016 semester, vacancy savings and unused contingency budgets.

For the fiscal year ended June 30, 2016, General Fund revenues are projected to be below budget by $1,151,500 and expenditures are projected to be under budget by $1,203,000, resulting in a net surplus of $51,500.

Auxiliary Fund

For the fiscal year ended June 30, 2016, the Auxiliary fund is projected to be within budget.

Unexpended Plant Fund

For the eight months ended February 29, 2016, the Unexpended Plant Fund has a surplus of $601,800. For the fiscal year ended June 30, 2016, the Unexpended Plant Fund is projected to be under budget.

Restricted Fund

The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the number of students and their financial need. As of February 29, 2016, no significant negative 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 eight months ended February 29, 2016, there were no variances from budget.

President's Conclusion:

I report compliance.

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

Presenter : Patricia McCarver   **Start Time :** 1:32 PM   **Item No : 12**

Proposed By : Patricia McCarver   **Time Req :** 1

Proposed : 10/23/2015   **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 to drop below $1million without specific Board authorization and a realistic recovery plan.	560660

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

Details : For consideration for approval of the monthly monitoring report for Executive Limitation 2.3.2 - Reserves for the month of February 2016. The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Funds Reserves to drop below $1 million without specific Board authorization and a realistic recovery.

Attachments :

Title	Created	Filename
Policy 2.3.2 Feb in March Monitoring Report Executive Limitations.pdf	Feb 25, 2016	Policy 2.3.2 Feb in March Monitoring Report Executive Limitations.pdf

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

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

Supporting Evidence: Source: Banner Finance

Educational & General and Auxiliary Fund Reserve July 2015 Through February 2016
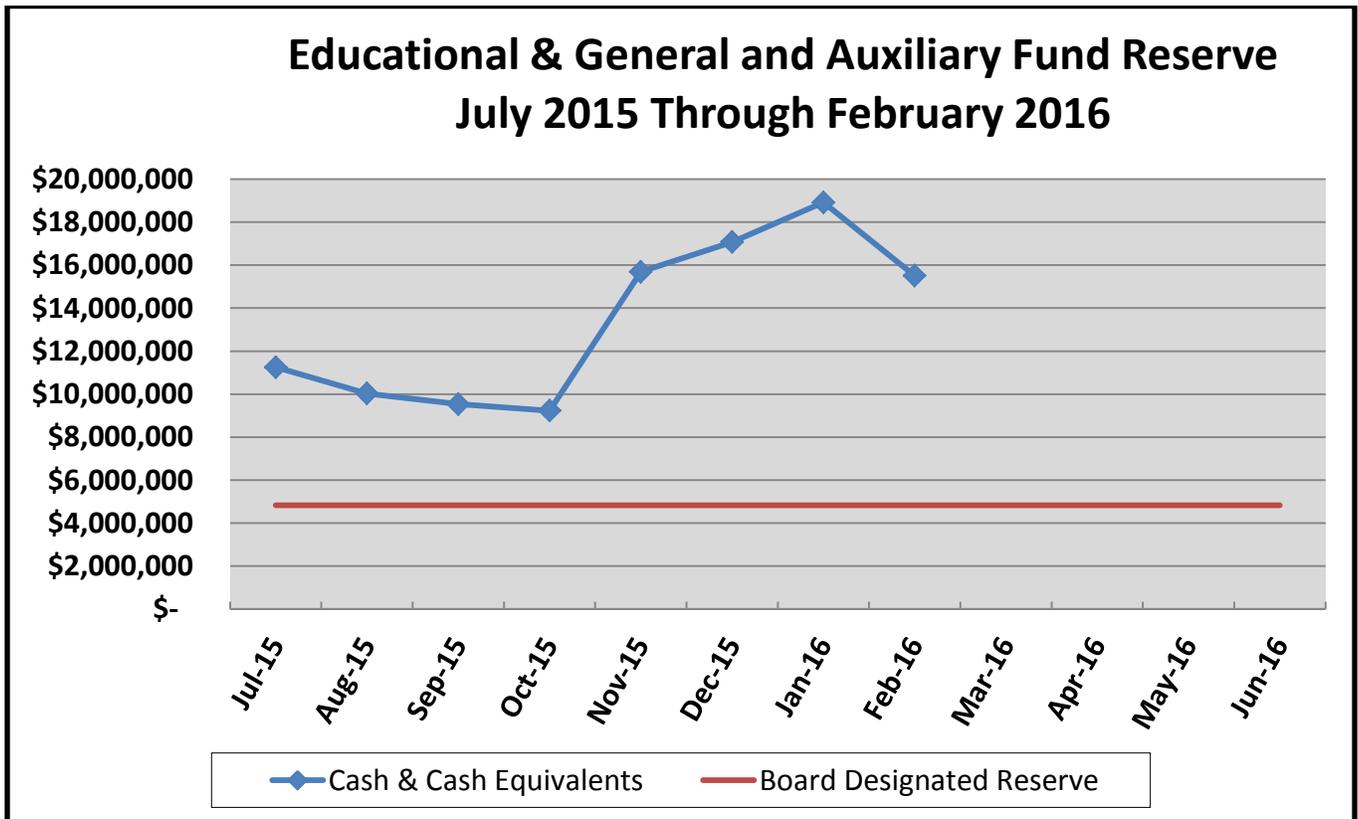
For the period July 1, 2015, through February 29, 2016, Current Fund reserves have exceeded the Governing Board's designated reserve.

Plant Fund Reserve
July 2015 Through February 2016
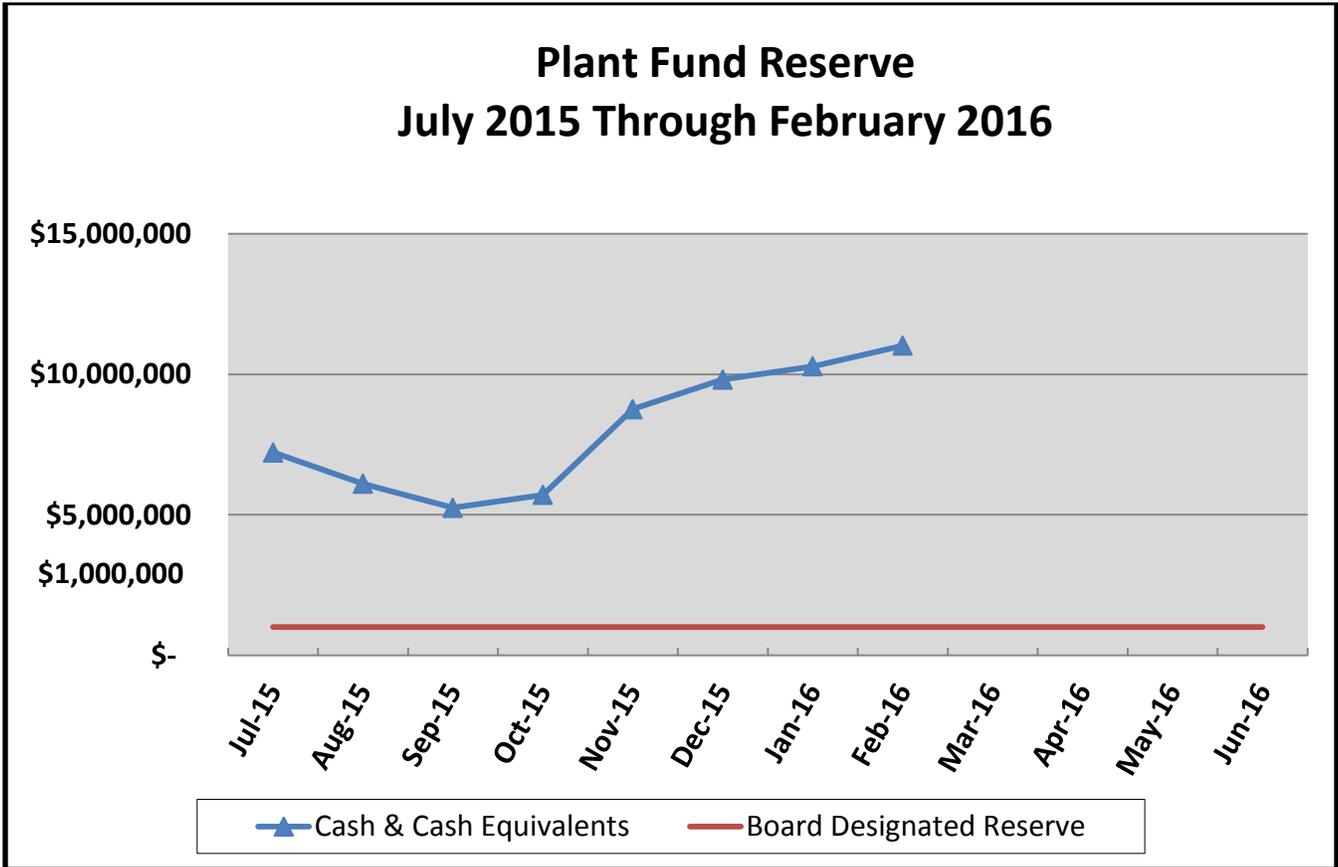
For the period July 1, 2015, through February 29, 2016, Plant Fund reserves have exceeded **the Governing Board's** designated reserve. As of February 29, 2016, Plant Fund reserves **exceed the Governing Board's** designated reserve amount by $10,019,000.

President's Conclusion:

I report compliance.

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

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

Presenter : Patricia McCarver   **Start Time :** 1:33 PM   **Item No : 13**

Proposed By : Patricia McCarver   **Time Req :** 0

Proposed : 10/23/2015   **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.	558881

Description : INFORMATION - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver	Start Time : 1:33 PM	Item No : 14
Proposed By : Patricia McCarver	**Time Req :** 15	
Proposed : 10/23/2015	**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: All Arizona Academic Team; Yavapai College Staff Association (YCSA) Report; Search for Vice President for Instruction and Student Development; Health Summit Update; Community Outreach; Spring Open Forums; Evening of Recognition; College Highlights; and Other Related Issues - INFORMATION AND/OR DISCUSSION

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

- All Arizona Academic Team - March 3, 2016
- YCSA Report - Report by James Elphick, Association President
- Update on Search for Vice President for Instruction and Student Development
- Health Summit Update - February 3, 2016
- Community Outreach - March and April Presentations to City and Town Council Meetings
- Spring Open Forums - March 17, 2016
- Evening of Recognition - Prescott, April 5; CTEC April 22; Verde Valley April 26
- College Highlights - March 2016 - Attached - Information Only
- YCSA Newsletter - Attached - Information Only
- Other related issues

Attachments :

Title	Created	Filename
All AZ Academic 2016.pdf	Feb 10, 2016	All AZ Academic 2016.pdf
YCSA DGB Updates Mar16.pdf	Feb 25, 2016	YCSA DGB Updates Mar16.pdf
HC Summit Report.pdf	Feb 25, 2016	HC Summit Report.pdf
Spring Open Forums.pdf	Feb 25, 2016	Spring Open Forums.pdf
Evening of Recognition.pdf	Feb 25, 2016	Evening of Recognition.pdf
March 2016 College Highlights.pdf	Feb 25, 2016	March 2016 College Highlights.pdf
YCSA Update-March 2016 Final.pdf	Feb 26, 2016	YCSA Update-March 2016 Final.pdf

2016 All-Arizona Academic Team

Thomas Dunbar
Verde Valley Campus
Major: Economics
Transferring To: Northern Arizona University

Favorite Quote:
"There may be people that have more talent then you, but there is no excuse for anyone to work harder than you." *(Derek Jeter)*

Vanessa I. Cicchini
Verde Valley Campus
Major: Criminal Justice or Psychology
Transferring To: Arizona State University or University of Arizona

Favorite Quote:
"The will to win, the desire to succeed, the urge to reach your full potential... these are the keys that will unlock the door to personal excellence*." Confucius*

2016 All-Arizona Academic Team

Shalom Eis
Prescott Campus
Major: Music and Education

Favorite Quote:
"The greatest thing in life is love." – *Shalom Eis*

Zara Glidden
Prescott Campus
Major: English and Art History (Double-Major)
Transferring To: Arizona State University

Favorite Quote:
"And the end of all our exploring /Will be to arrive where we started / And know the place for the first time*." – T.S. Eliot*

Yavapai College Staff Association

Presented by: James Elphick – YCSA President

TRIO Veterans Bound Program Coordinator

2015 – 2016 YCSA Committees

- Administrative Governance Liaison
- Community Service
- Employee Benefits
- Newsletter
- Professional Development
- Service Excellence
- Social Events
- Welcoming Committee

Objectives/Focuses of the Administrative Governance Liaison Committee

- Idea and/or concerns submissions to the AGLC
- Inclement/winter weather closure procedures
- Drop-in daycare
- Wellness initiative program for insurance benefit
- Pending Smoking Policy review

Objectives/Focuses of the Community Service Committee

- Annual Day of Service

- Upcoming Earth Day Events
    - Celebrate Earth Day on Campus Friday April 22nd
    - Participate in International Earth Day Saturday April 23rd

Objectives/Focuses of the Employee Benefits, Professional Development, and Service Excellence Committees

- Changes to Fair Labor Standards Act

- Working with HR to provide and increase internal professional development opportunities

- Rewards exemplary employees through a small gift and recognition

Objectives/Focuses of the Newsletter Committee

- Increased output
  - More often
  - More participation
  - More informative
- Started a YCSA Blog

Objectives/Focuses of the Social Events and Welcoming Committees

- Planned and hosted the annual YC Employee Holiday Potluck

- Ensures new employees are welcome and ready to begin work at YC

Other activities

- Upcoming Elections – Summer 2016
  - YCSA Vice President
  - Web Designer
  - Secretary
- Revisit committees September 2016
  - Evaluate and determine ways to improve efficiency and effectiveness in committee structure

HEALTH SUMMIT SUMMARY

Prepared for Yavapai County Community College District

Yavapai
COLLEGE

February 3, 2016

Introduction:

In 2012 Yavapai College contracted with the SmithGroup/JJR, consultants that specialize in master planning for higher educational institutions, to assist the college in developing its master plan to better meet its mission. The SmithGroup/JJR analyzed the demographics of the college and the communities that the college serves, as well as conducting both focus groups and surveys with its internal and external stakeholders, and using their expertise with state and national trends in higher education master planning to develop concepts of a master plan. These concepts were vetted through several iterations to arrive at a final concept. In the late fall of 2013 the SmithGroup/JJR presented their proposal of a ten year master plan for the college and its programs. In February 2014, the college and its board adopted the plan and started preparations to implement it.

One of the concepts presented as part of the master plan was a "Health Science Center," a facility specifically intended for health care education. As a state of the art facility it would house the college's Allied Health, Nursing and other related programs. This facility would include specialized classrooms and labs including classrooms for general education courses, faculty and staff offices, conference rooms and student support areas. This facility would also be utilized by area health care providers as a place for ongoing continuing education, professional development and training. It was proposed that by consolidating college health care programs to one central location where resources could be shared and efficiencies in expenses realized a net cost savings in program operations could be realized. The master plan proposed that this new facility be located in Prescott Valley, based on projected growth of county populations, partnership possibilities with health care providers, municipalities, and Northern Arizona University.

The projected cost to construct such a facility was $45-50 million, a substantial amount that the college administration realized was beyond its capacity to fund through its capital building process. It was recognized that it would be unlikely that a capital bond would be approved since the country, state and county were still recovering from the great recession. It was also recognized that health care professions and their educational preparation and training were dynamic and the college and communities could benefit from furthering our partnerships with

county health care providers. (Appendix: Health Workforce, Healthy Economy: A Collaborative Project of St. Luke's Health Initiatives, City of Phoenix, Phoenix Workforce Connection and the Maricopa County Department of Public Health. Allied Health Needs Assessment: Maricopa Community College District)

Health Care Summits:

Under the leadership of Yavapai College's President, Dr. Penny Wills, a meeting was held in September, 2013, with selected college personnel that were involved in health care education. This involved the President, Vice President of Instruction and Student Development, Dean of the Science, Health and Public Safety Division, Program Directors for Allied Health, Nursing and Radiological Technology. The meeting agenda was to report on each program, discuss current and future needs for health care education, and the potential for new partnerships. The group determined that a Health Care Summit should be conducted so that the College could be appropriately positioned to meet the future educational needs in health care for its service area. The intent of a Health Care Summit was to broaden perspectives relative to current and emerging health care professions, and determine the educational role Yavapai College would fulfill in meeting those needs. Additionally, the summit intent was to determine if a new single Health Care educational facility would adequately meet the demands of a broader more comprehensive educational plan.

A county wide Health Care Summit was soon organized for January 2014 where CEO's and other administrators representing many of the major health care providers in the county were invited. Summit participants included the following guests:

John Amos, President and Chief Executive Officer, Yavapai Regional Medical Center (YRMC)
Diane Drexler, Chief Nursing Officer, YRMC
Brian DeVries, Manager – Human Resources, YRMC
Donna Jacobs, Chief Executive Officer Northern Arizona VA Health Care System (NAVAHC)
Dr. M. Keith Piatt, M.D., Interim Chief of Staff, NAVAHC
David Warner, Supervisory HR Specialist, NAVAHC
Dr. James T. Johnson, Quality Program SLM, NAVAHC

Jeramy Plumb, Superintendent, Mountain Institute JTED
Judy Baum, Chief Executive Officer, Mountain Valley Rehabilitation Hospital
Mark Roth, Chief Financial Officer, Mountain Valley Rehabilitation Hospital
Yvonne Richard, Public Relations Specialist, Northern Arizona Healthcare
Also invited, but not present for this meeting was
Barbara Dember, President & Chief Executive Officer, Verde Valley Medical Center

Topics of discussion included:
- Identifying trends in health care and comparing them to local needs.
- Clarifying future workforce educational needs for local health care providers.
- Ascertaining specific health care jobs needed to serve our local communities and the counties outlying rural areas.
- Willingness of participants to partner with YC in a new health care educational facility.

At the conclusion of this meeting all participants expressed a desire for continued involvement with this Health Care Summit, and a future meeting was planned for later in the year with the inclusion of representatives from Northern Arizona University. However, due to the impending retirement of Dr. John Hager, President of NAU, and the subsequent search for a new president, the next summit meeting was postponed for over a year.

The second and expanded Health Care Summit was held in late March, 2015, in Prescott Valley. Attendee's included:

Northern Arizona University:
Dr. Rita Cheng, President
Sarah Bickel, Executive Vice President and Chief of Staff
Dr. Laura Huenneke, Provost and Vice President for Academic Affairs
Dr. Leslie Schulz, Executive Dean, College of Health and Human Services
Debera Thomas, Dean of Nursing
Fred Hurst, Senior Vice President, Extended Campuses
Karen Appleby, Senior Assistant to Provost

Town of Prescott Valley:

Harvey Skoog, Mayor
Lora Lee Nye, Vice Mayor
Larry Tarkowski, Town Manager
Richard Anderson, Council member
Marty Grossman, Council member
Steven Marshall, Council member
Marnie Uhl, Director for Prescott Valley Chamber

Yavapai County Professional Leaders:

Mike Paredes, Director for Prescott Valley Economic Development Foundation
Donna Jacobs, Director, Northern Arizona VA Health Care System
John Amos, Chief Executive Officer, Yavapai Regional Medical Center
Mark Timm , Director of Human Resources, Yavapai Regional Medical Center
Judy Baum, Chief Executive Officer, Mountain Valley Rehabilitation Hospital

Yavapai College:

Dr. Penny Wills, President
Dr. Stuart Blacklaw, Provost & Vice President for Instruction & Student Development
Scott Farnsworth, Dean for Sciences & Health
Mary Brown, Director for Nursing Programs
Nancy Bowers, Director for Allied Health
Rich LeClair, Director for Radiology Program
Tania Sheldahl, Dean for Student Development
Deb McCasland, District Governing Board member
Steve Irwin, District Governing Board member

This Summit started with opening remarks from both President Wills and President Cheng, with a review of the previous Health Summit meetings. After these comments the discussion included topics of current health care educational programs at NAU and YC, current needs in the local health care workforce, the interest of furthering the current educational partnerships as well as exploring new ones, and the interest and support of local health care providers including the town of Prescott Valley. The results of the discussion are outlined in the following summarization.

- Explore additional education opportunities.
- Build NAU/YC branding and recruitment activities.
- Support local Health Care providers in defining future workforce needs
- Identify the Health Care and Complementary Workforce needs of Yavapai County and the State of Arizona.
  - Considerations
    - cohort size
    - curriculum development to graduation (timeframe)
    - pipeline
    - facilities
    - startup and maintenance cost
    - clinical rotations
    - graduate employment/wages
- Align NAU/YC curriculum.
- Explore concurrent nursing programs.
- Develop alternative health care tracks.
- Research YC's certificates and associate degrees that will apply for NAU's Bachelor of Science in Health Science.
- Explore Yavapai County medical partners' commitment and ability to invest time and resources.
- Establish coordinated advocacy networks.

These action items were further refined into five different initiatives that were explored and reported on during the summer and fall of 2015 (Appendix- Task Force Recommendations)

1. Review appropriate YC certificate and AAS degree programs that may articulate into NAU's Health Science Bachelor of Science.
2. Assess success rates of the joint ADN/BSN Program with NAU.
3. Address Healthcare Workforce Needs for Northern Arizona (Appendix- Healthcare Workforce Demands Analysis)
4. Confirm workforce needs with Hospital CEOs.
5. Review salaries and promotions in relation to continued education in healthcare fields.

This Task Force report was distributed to all participants for their information and input. During the late fall of 2015 Yavapai College concluded that a final Health Summit be convened to review what has transpired over the last several years and

to summarize what is on the horizon for YC in anticipating and meeting the educational needs for the local health care workforce.   This would also allow the other participants an opportunity to express their intent for future endeavors and partnerships.

Conclusion:

In an effort to better understand the current and future local workforce educational needs for healthcare, Yavapai College has organized several Health Summits.   These meetings involved representatives from the town of Prescott Valley, Northern Arizona University, county wide health care providers, and Yavapai College.   Discussions allowed participants to share their perspectives and to offer suggestions.   A health care work force needs analysis was conducted by YC's Regional Economic Development Center, which contributed to the information being considered.   From these Health Summits the following conclusions are offered:

1. Health care is and will continue to be a strong component of the local economy requiring an educated and skilled workforce.
2. If a new state of the art center for Health Care Workforce education were to be built with partnerships between YC, NAU, area hospitals and municipalities, Prescott Valley appears to be the location of choice, based on current and projected growth of county populations.   However, this center will remain in phase III of YC's Master Plan and will primarily be influenced by and dependent upon these partnerships and workforce demands.
3. From the research conducted and reviewed (see appendices) Yavapai College is adequately meeting the local health care workforce education and training needs for which it is accredited to provide, with the exception of Medical Lab Technician.   This is a field that should be considered for possible partnership as a joint program between YC and NAU.
4. Northern Arizona University continues to be a willing partner and is the primary leader in offering baccalaureate and graduate degrees in a variety of health care fields to meet the needs in the county and northern Arizona.   YC and NAU are working toward a concurrent ADN/BSN program. YC and NAU

will continue to collaborate on joint programs that meet the county's workforce demands in health care.

5. County health care providers are aware of these existing educational programs and are satisfied that they are meeting their primary workforce needs.

Based on these conclusions there is no need to conduct further Health Summits.

The full report with Attachments and Appendixes can be found on the District Governing Board web page under handouts for the March 2016 meeting.

Yavapai College

Spring Open Forums
Thursday, March 17, 2016

Verde Valley Campus
M-137
Thursday, March 17th
10:00 – 11:00 a.m.

Verde Valley Campus Open Forum Will include employee service recognition

Prescott Campus
3-119
Thursday, March 17th
3:00 – 4:00 p.m.

Watch Live @
www.yc.edu/Spring2016Forums

In our continued effort to keep Faculty, Staff, and Students informed, the Vice Presidents and I will be hosting open forums on the Prescott and Verde Valley Campuses on Thursday, March 17th. We invite you to be a part of this conversation.

Regards,
Penny Wills, President

Yavapai College

Evening of Recognition 2016 Awards Ceremonies

Please join us at our annual

Evening of Recognition

as we celebrate our students' successes.

Prescott Campus Community Room 19-147 Tuesday, April 5th 5:30 p.m.
CTEC Community Room, 19-147 Friday, April 22nd 6:00 p.m.
Verde Valley Campus M-137 Tuesday April 26th 5:30 p.m.

yavapai
COLLEGE
life explored

Business, Education and Social Sciences

- **Kelli Jones**, Geography Adjunct Faculty, reports that she participated in a local Trail Building School with students from her Cultural and Physical Geography classes, alongside other community members on Friday, February 5, 2016. This opportunity provided a full day of classroom philosophy in land management, trail building theory, design, sustainability, and maintenance as well as field work in construction, rerouting, reclaiming, and armoring techniques applied at Fain Park in Prescott Valley, Arizona. This is an excellent example of Service Learning that ties in elements of principle concepts of both courses and will prepare students for future project work of the Glassford Hill Trail.

- Business Professor & Fast-Track Management Program Director, **Joy D'Angelo,** recently secured national endorsement of Yavapai College's Management Certificate with a new Retail Management track to begin in the Fall 2016 semester. The curriculum project aligned management course learning outcomes with the most current industry needs for graduates. The enhancements came as a result of a national project funded by the Bill & Melinda Gates Foundation for the Retail Management Consortium of which the Yavapai College Fast-Track Management Program is a member. Learning outcomes were reviewed by industry leaders including Fortune 500 employers, national retailers, Arizona retailers and colleges/universities. The Fast-Track Management Program is proud to earn this endorsement for Yavapai College and offer a high quality, core competency based Retail Management Certificate to YC students in the upcoming Fall 2016 semester.

  The Yavapai College Management Certificate provides management training to prepare students to apply competencies needed for successful performance in management occupations. The program is designed for students seeking to update or develop essential management skills for the workplace in two tracks: Organizational Management and Retail Management. www.yc.edu/fast-track

Foundation Studies

- On Friday, February 5th, the students in the College Honors Program hosted Humphreys Fellows from ASU. The students spent the day together doing volunteer work with Prescott Creeks. During their time together, they learned about the Prescott watershed, did some surveying for spring planting and tromped around in the mud. In March they will be doing some removal of invasive species and planting of native grasses.

Career and Technical Education

- Robotics professor, **Rick Peters,** attended training to become a certified instructor in FANUC Robot Vision. Certification will allow Professor Peters to test students and issue the FANUC Robot Vision Tech certification as part of the YC courses. This 3rd party certification provides students with a needed and competitive edge on their resumes. YC is the only institution in the state that is providing this certification training and testing on site as part of the curriculum.

- In a partnership with Embry Riddle, CTEC instructors, **Robert Smith** and **Dick Hartley,** have developed a course for Riddle engineering students that provides hands on manufacturing skills in CNC machining and welding. This was done after many meetings with CTE Dean, **John Morgan,** and Embry Riddle Engineering Dean, Ron Mabry, both of whom concluded that engineering students needed more hands on manufacturing skills as well as a greater understanding of manufacturing processes. The first cohort of students is taking the class at CTEC this spring, and Embry Riddle plans on adding more of these cohorts at CTEC in the fall of 2016.

Business, Education and Social Sciences

- **Dr. Mark Shelley,** Professor of Sociology and Psychology**,** attended a workshop at the University of Arizona, January 22-24, on "Exploring Middle Eastern and Latino Identities," sponsored by their Center for Middle Eastern Studies. Highlights included the keynote speaker from Sonoma State University, of Mexican descent, who explored her Lebanese roots through her grandfather's immigration from Lebanon to Mexico in the early 20th Century; a second-generation Palestinian-American now teaching at the U of A; a Bosnian journalist and survivor of the Siege of Sarajevo; a film on "Falafelism," and other informative speakers. The workshop included a

dedicated time for community college professors to share with University staff about their needs, including transfer articulation.

- **Vikki Bentz,** Professor of Accounting and Computer**,** is the VITA student internship coordinator this tax season. Six accounting students are earning internship credit through the IRS-sponsored Volunteer Income Tax Assistance (VITA) program offered through Catholic Social Services in Prescott and Cottonwood. This program offers free tax help to people who generally make $54,000 or less, persons with disabilities, and the elderly and limited English-speaking taxpayers who need assistance in preparing their own tax returns. Our student volunteers are IRS certified upon completion of training, and gain valuable experience in taxpayer interviewing, tax return preparation and interacting with clients in a public accounting capacity.

Computer Technologies and Instructional Support

- **Thatcher Bohrman** and **Todd Conaway**, in the Teaching and eLearning Support (TeLS) department, attended the eLearning 2016 annual conference in Scottsdale, Arizona from February 14-17th. The conference focused on new and innovative educational strategies and technologies, and provided the opportunity to network with colleagues from across the country. Todd Conaway presented a session at the conference that focused on the ideas and concepts behind the 9x9x25 Blogging Challenge that our TeLS department hosts annually for our faculty. The session was titled, "I Triple Dog Dare You to Take the 9x9x25 Challenge".

- On Wednesday, Feb 24th, the library is celebrating our 40th year as a member of the Federal Depository Library Program (FDLP).

CELEBRATING 40 YEARS
FDLP SELECTIVE DEPOSITORY LIBRARY
1976–2016

You Are Cordially Invited To Help the Yavapai College Library, Prescott Campus Celebrate Our Anniversary!

Wednesday February 24, 2016
Community Room, Bldg. 19 - Prescott Campus
11:00 a.m. - 2:00 p.m.

Special Guests Include:

Keynote Speaker: Dan Stanton "The Government Docs Man"

The League of Women Voters

ERAU Color Guard & Rifle Drill Team

Surprise Guests from the Heritage Park Sanctuary

Also: A Patriotic Photo Booth

Light Refreshments Will Be Served

Voting: Our Struggle. Our Right. Our Responsibility.

YCSA *update*

March 2016

SUPPORT • COLLABORATION • COMMUNICATION • INFLUENCE

YCSA President's Welcome

Hello Everyone!

As I am writing this we are having some wonderful weather, and I am hoping for an early spring, but knowing Prescott we have another freeze hidden somewhere in our future. I hope everyone has a wonderful Spring Break planned.

The YCSA Committees have been hard at work planning events and staying on top of any developing issues pertaining to staff. Keep up the good work everyone! I would also like to take this opportunity to thank the Newsletter Committee for their hard work and diligence in getting the newsletter out every month and keeping everyone informed of the goings-on around here, it is greatly appreciated.

James Elphick, TRIO Veterans Upward Bound

Calendar Reminders

Mar. 1   Deadline to Apply for May Graduation
Mar. 6 – 12   Spring Break (all campuses closed)
Mar. 10   YCTWellness Spin Class
Mar. 16   YCTWellness Stress Management
Mar. 14   Last day for Student-Initiated Withdrawal
Mar. 17   Employee Years of Service Recognition Event (Verde)
Mar. 23   Employee Years of Service Recognition Event (Prescott)
Mar. 28   Summer Registration Begins
Apr. 1   First Friday Sessions: "Legal Issues in Managing
                Employees", "Threat Assessment", "All Things
                Telephone!", "Fair Labor Standards Act", "Emotional
                Intelligence", and "Hiring Manager SME Training"

For more information and other events, click on the links above or please visit ycsablog.wordpress.com.

For information on March Student Success Workshop Dates, visit yc.edu/v5content/learning-center/successworkshops.htm.

Get to Know: Ruth Buttler

I was asked to participate in the YSCA Newsletter for the month of March in the "Get to Know You" article. I would like to share a little snippet of who I am.

I was born and raised in Columbiaville, Michigan, located between Detroit and Flint. Columbiaville was a logging community about 150 years ago. This is a quaint town with a population of almost 800.

Back in 1996, I decided to take a 52-hour bus ride to Dewey, Arizona to visit friends. During my visit, my friends and I and friends of theirs visited Yavapai College to swim in the pool. As circumstance would have it, on this day at the pool, I would meet my future husband. In 1997, I got married and moved to beautiful Prescott Valley. Although at the time, leaving the lush green landscape of Michigan was a little difficult. But with time, I have come to appreciate the landscape and beauty of Arizona sunsets.

In 2006, I began my employment at Yavapai in the Emergency Medical Services Department as an Emergency Medical Technician Tech, assisting students with gaining better knowledge and understanding of the emergency medical services. I worked within the department as a technician until a position opened as a Clinical Coordinator for the newly established Paramedic Program.

Then in the summer of 2015, my position was relocated to the Regional Economic Development Center which provides the county with premiere workforce training, employer-driven short term job training, and of course my focus assisting students from their area of study to find employment within the field. I have found my current position to be rewarding as one observes the efforts of students materializing as they achieve their career goals.

1

Get to Know You Continued

(Continued from page 1)

Besides work, I love to hike and take photographs of the area (below are some of my photos). I especially love black and white photos. I have made it a personal goal to take pictures of the natural plant life to archive what is this area's specialty.

For the past 30 years, I have been a seamstress and tailor. I have created garments from basic shirts/pants to wedding dresses and men's suits. I love designing and creating garments from a variety of materials. I also love making jewelry, especially working with wire wrapping.

And, just for fun, my husband and I are trying to learn Korean.

Microsoft
Tips and Tricks

Here are some little tidbits about the programs you use every day, we hope they will make your job and day that much better!

Outlook

Email Rules: Hopefully you have heard about this little trick before, but if not, prepare to be amazed. For those of us (which is all of us) that receive reoccurring emails from the same source, i.e. newsletters, updates, notifications, etc., you can easily organize and maintain these emails by using a Rule. Email Rules can automatically move emails to their own folder, mark them as read, flag them, send an instant response and more. The setup is easy with step-by-step instructions you can find in the Rule menu from your Home ribbon in Outlook.

Scheduling Assistant: Somedays the only thing we have time for is meetings! And just when you think you have had enough you find yourself as the organizer of another meeting! When you are needing to collaborate with multiple individuals whose calendars you do not have access to, you can always preview their schedules with the help of the Scheduling Assistant. After you get the main information established for a meeting and you have invited all of the attendees you can click on the Scheduling Assistant to view if everyone is free at the time of the meeting. This helps schedule meetings faster, with everyone, without having to conduct ongoing sidebar conversations.

YCSA is Organizing Earth Day Events
And We Are Inviting You to Join in!

Earth Day Event: April 22, 2016
Earth Day Fair
April 22, 2016 11am-1pm
Outdoors in the QUAD
(weather permitting)

Earth Day Event: April 23, 2016
International Earth Day
Save the Date!
Volunteer in the Community

To be involved contact:
WENDY.WEILAND@YC.EDU or (928)717-7688

Celebrating Our Employees

Welcome to our new employees and congratulations to those who transferred to new positions.

New Employees

Name	Department	Campus
Anthony Mazzella	Campus Safety	Prescott
Eli Lewis	Campus Safety	Prescott
Michael Grady	Marketing	Prescott
Jamie Bingham	EMS	PV
Chelsie Klaine	Student Development	PV
Julia Berry	Student Development	Verde
Matt Unger	Facilities	Prescott

New Positions/Status Changes

Name	Department	Campus
Andrea Annibale	VP Admin/Finance	Prescott
Fernando Diaz	Answer Center	Verde
Aaron King	Campus Safety	Prescott
Sandy McCreigh	Library	Prescott
Susan Youngblood	PAC	Prescott
Felecia Cly	Facilities	Prescott

2016 Years of Service Recognition
Our Employees Making a Difference Everyday

25 Years
Becky Goldsmith, Terry Lovell

20 Years
Susan Godby, Mike Kervin, Tom Kollasch, Becca Stein, Jennifer Taylor

15 Years
Ruth Alsobrook-Hurich, Laura Bloomenstein, Ed Bushman, Susie Check, Cindy DeCecco, Chris Dunn, Dave Dvorak, Paul Evans, Dave Gorman, Stacey Hilton, Jeff Maifield, Steve Mason, Diane Mazmanian, Lauren McCrea, Paul Smolenyak

10 Years
Nick Alexander, Tom Baca, Cynthia Brinck, Cheryl Casey, Dave Churchill, Frank D'Angelo, Wanda Denman, Al Garbagnati, Paula Gregory, Lindsay Henning, Laraine Herring, Jesse Hobby, Ronni Kearns, Scott Sabo, Deb Schumacher, Mark Shelley, Dale Sperry, Denise Woolsey

5 Years
Molly Beauchman, Beth Beecham, Jim Bettencourt, Laurie Bragdon, Justin Brereton, Nate Cloyd, Amber Davies-Sloan, Diana Dowling, Terri Eckel, Clint Ewell, Kirsten Fanning, Kara Giannetto, Larry Grimm, Blaine Harris, Paul Kirchgraber, David Laurence, Mark Muchna, Tara O'Neill, Anabell Sartain, Josh Schmidt, Jason Spangler, Maria Thomas, Virginia Vantuyl, Katie Windsor

The above employees will be recognized on March 17 (Verde Campus) and on March 23 (Prescott Campus). Congratulations!

3

YCSA Committee Updates

Newsletter

The YCSA Newsletter Committee is made up of the following wonderful members:

Kirsten Adaniya	Web Developer and Blog Creator
Katherine Anderson	Publisher and Contributor
Michelle Baker	Committee Chair and Contributor
Cathy Gertsch	Contributor and Editor
Gina Hutchison	Contributor
Karen Leja	YCSA Liaison
Rebecca Seigars	Editor and Contributor

This year we are taking advantage of technology and started a blog at ycsablog.wordpress.com. Our blog contains surveys to get feedback from all of you here at YC. Each month our newsletter will be posted then archived on our blog, along with additional pictures, articles and information. If you would like to contact us to include something in the newsletter or provide comments/feedback, please do at ycsa@yc.edu.

Community Service

The Community Service Committee last met on February 22, 2016. We are actively soliciting committee members from all campuses — particularly the Verde Campus. Please contact Daintry Donovan if you are interested. Participation from all campuses makes us much more inclusive, and we are missing your representation. Currently we are working on our Earth Day participation and projects.

Employee Benefits

The Employee Benefits Committee last met on February 11, 2016. The committee is currently working in an advisory capacity with regard to upcoming changes in FLSA law and the Employee Leave Bank, and in a supportive capacity with The Employee Wellness Program.

Service Excellence

The nominations for staff recognition continue to roll in. We will be handing out certificates soon. Our next item of business is to discuss the end of year recognition celebration.

> May your blessings outnumber
> The shamrocks that grow,
> And may trouble avoid you
> Wherever you go.
>
> ~Irish Blessing

Administrative Governance

At our next meeting we will discuss the following:

- ♦ How can people submit ideas, concerns, and suggestions to us?
- ♦ How and when winter closures are decided and announced
- ♦ Drop-in daycare (aside from FEC preschool)
- ♦ A wellness initiative program for insurance benefit
- ♦ Pending smoking policy review

If you have suggestions or ideas for ways we can make working here an even better experience, please let us know!

YCSA Committees 2016

Administrative Governance	*Shar Jenniges, Chair*
Community Service	*Daintry Donovan, Interim Organizer/YCSA Board Liaison*
Employee Benefits	*Daintry Donovan, Interim Organizer/YCSA Board Liaison*
Newsletter	*Michelle Baker, Chair*
Professional Development	*Connie del Castillo, Interim Organizer/YCSA Board Liaison*
Service Excellence	*Shar Jenniges, Chair*
Social Events	*Katherine Anderson, Chair*
Welcoming Committee	*Connie del Castillo, Chair*

Happy St. Patrick's Day!

4

Presenter : Patricia McCarver	**Start Time :** 1:48 PM	**Item No : 15**
Proposed By : Patricia McCarver	**Time Req :** 20	
Proposed : 10/23/2015	**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 Interim Vice President for Instruction and Student Development to Include the Following Areas: Faculty Senate; Verde Valley Campus Update; Arizona Transfer; and Other Related Information - INFORMATION AND/OR DISCUSSION

Details : Instruction and Student Development Division will present an update on the following:

- Information regarding Faculty Senate - Dave Gorman, Faculty Senate President
- Verde Valley Campus Update - Dr. James Perey, Executive Dean, Verde Valley Campus
- Arizona Transfer
- Other Related Information

Attachments :

Title	Created	Filename
Dr. Perey DGB presentation 3116 (JDP).pdf	Feb 25, 2016	Dr. Perey DGB presentation 3116 (JDP).pdf
Transfers From AZ CC.pdf	Feb 26, 2016	Transfers From AZ CC.pdf
AZCC Transfer Trends 2015 From YC 01.pdf	Feb 26, 2016	AZCC Transfer Trends 2015 From YC 01.pdf
AZCC Transfer Trends 2015 -- Baccalaureate Degree Recipients From YC.pdf	Feb 26, 2016	AZCC Transfer Trends 2015 -- Baccalaureate Degree Recipients From YC.pdf
Baccalaureate_Degree_Recipients_2015 From AZ CC.pdf	Feb 26, 2016	Baccalaureate_Degree_Recipients_20 15 From AZ CC.pdf

Verde Valley Campus and Sedona Center Update

Dr. James Perey, Executive Dean - Verde Valley Campus

Verde Valley Campus and Sedona Center

- Yavapai College serves a variety of populations in the Verde Valley through its programming.
  - Credit
    - 1,443 unduplicated headcount up 1.2%
  - Non-credit classes (Osher Lifelong Learning and Community Education)
    - 600 unduplicated headcount
    - Currently enrolling for Spring term
  - Dual enrollment
    - Camp Verde-70
    - Mingus Union-178
    - Sedona-43
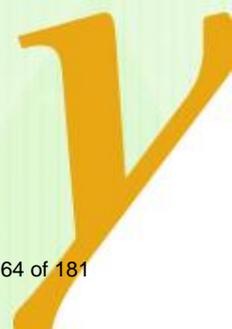
New Verde Valley Programs

- Canine
- Welding
- Culinary Arts
- Film Media Arts
- Hospitality
- Animation Certificate
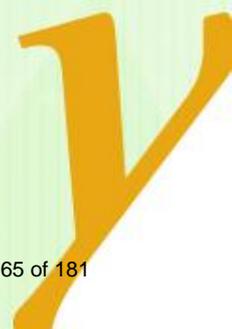
Verde Valley Campus
Open Space and Wayfinding

 DIRECTORY

- Two-sided campus directory located at main "pedestrian" entries to campus
- Identifies college and overall campus site plan with a "YOU ARE HERE" indicator
- A legend lists buildings, parking areas and major destinations on campus
- All site maps will be directionally oriented to the viewer
- Signs are color coded with the Yavapai bright green (added color palette) accent/pattern
- Map and legend are individual panels attached to metal structure which allow easy updates
- Sign structure is welded and painted metal frames
- Overall sign = 4'-0" in width and 7'-0" in height

DIRECTORY: SIDE B

Opportunities:
- Post campus values, mission statement...etc.
- Posting board for campus events
- Additional directory
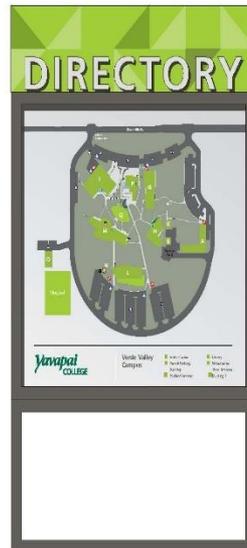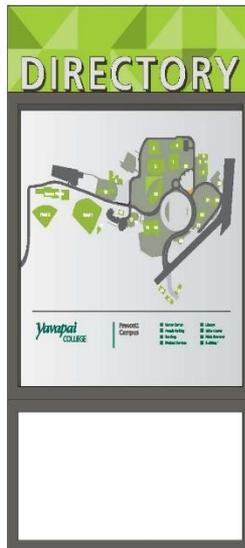
SIDE B
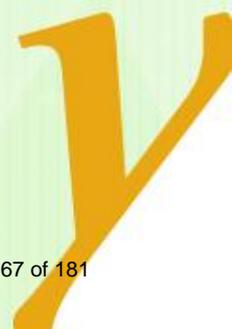
2016 DGB Meeting
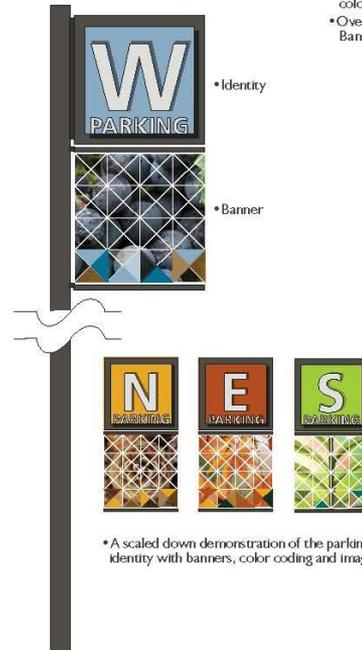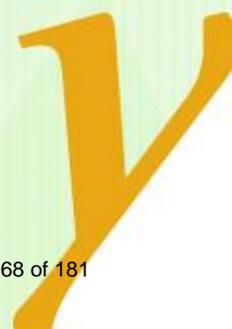
VEHICULAR DIRECTIONAL:
- Two-sided campus directional located at main vehicular decision points
- Identifies college and key destinations to assist in traffic flow and parking decisions
- Signs are color coded with the Yavapai green accent/pattern
- Building names, parking areas and destinations are listed on individual plaques attached to metal structure which allow easy updates
- Sign structure is welded and painted metal frames
- Primary Overall sign = 4'-0" in width and 6'-0" in height   • Secondary Overall sign = 4'-0" in width and 4'-0" in height

Yavapai COLLEGE

↑ East & North Parking
  Student Services
← Performing Arts Center
  Sculpture Garden
  Art Annex
  Student Housing

↑ Exit To Black Hills
← North Parking
  Student Services
  Southwest Wine Center
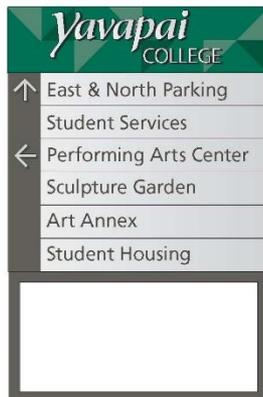
A-PRIMARY   **B-SECONDARY**
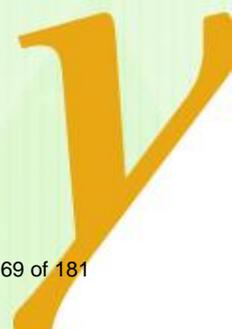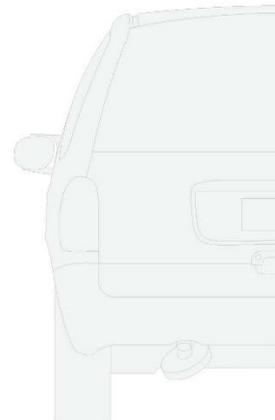
Sedona Center Programming and Renovation

- Culinary and Hospitality

- Arts and Music

- Community Education/ Enrichment

- General Education
  - Provision of core curriculum/technology

Strategic Planning Update

Strategic Initiatives

Strategic Initiatives represent a unifying guide toward fulfilling the Board's Ends and the College's Mission.

Goals

Strategic goals represent what needs to be achieved to realize the strategic initiatives.

Tasks

Tasks define how the College will address and realize its goals.

Actions

Actions are part of the Annual Plan that operationalize how tasks will be completed and include who is responsible, required support, target dates, and budget implications.

Questions and Answers

The achievements of an organization are the results of the combined effort of each individual."
Vince Lombardi

Characteristics	Academic Year						Five-Year % Change
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	
Total New AZCC Transfers	**8,974**	**9,201**	**9,749**	**10,128**	**10,267**	**10,507**	**17.1%**
Ethnicity							
African American	397	458	481	544	550	562	41.6%
American Indian	282	310	392	385	379	372	31.9%
Asian American/Pac Islar	361	418	430	454	516	502	39.1%
Hispanic	1,761	2,015	2,207	2,291	2,407	2,579	46.5%
White	5,721	5,580	6,031	6,278	6,248	6,304	10.2%
International	111	97	113	105	99	111	0.0%
Unknown	341	323	95	71	68	77	-77.4%
Total Minority	2,801	3,201	3,510	3,674	3,852	4,015	43.3%
Gender							
Female	4,967	4,928	5,280	5,505	5,489	5,710	15.0%
Male	4,007	4,273	4,469	4,623	4,778	4,797	19.7%
Age Group							
less than 20	585	576	702	603	597	612	4.6%
20 - 24	5,142	5,199	5,289	5,383	5,362	5,469	6.4%
25 - 29	1,592	1,687	1,843	1,919	2,031	1,980	24.4%
30 or older	1,655	1,739	1,915	2,223	2,277	2,446	47.8%
AZCC Transfer Hours at Entry**							
12 to 23 hours	875	804	833	729	744	731	-16.5%
24 to 34 hours	991	954	1039	841	824	896	-9.6%
35 to 59 hours	3,294	3,199	3,280	3,347	3,167	3,185	-3.3%
60 or more hours	3,814	4,244	4,597	5,211	5,532	5,695	49.3%

NOTES

* Students with 12 or more credits from one or more Arizona public community colleges (excluding Dine College and Tohono O'Odham Community College) who entered an Arizona university as new transfers in a fall or spring semester.

** Students may have additional transfer hours from other 2-year or 4-year postsecondary institutions. Data reflect some inconsistencies following the implementation of a new student information system at the University of Arizona.

SOURCE

ASSIST Database, April 2015 (reflects UA corrections to transfer hours for semesters from Fall 2010 through Spring 2014)

aztransfer
ASSIST

University CIP Discipline	Academic Year						Five-Year % Change
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	
Total New AZCC Transfers	**8,974**	**9,201**	**9,749**	**10,128**	**10,267**	**10,507**	**17.1%**
Agriculture, Agriculture Operations, and Related Sciences	70	64	64	54	44	71	1.4%
Architecture and Related Services	128	107	94	62	59	59	-53.9%
Area, Ethnic, Cultural, and Gender Studies	29	37	38	34	30	29	0.0%
Biological and Biomedical Sciences	603	632	687	731	776	797	32.2%
Business, Management, Marketing, and Related Services	1,304	1,205	1,256	1,237	1,312	1,314	0.8%
Accounting and Related Services	150	91 [1]	73	104	110	102	-32.0%
Business Administration, Management and Operations	303	388	345	304	338	336	10.9%
Business, Management, Marketing, and Related Services	186 [2]	227	366	421	430	408	119.4%
Entrepreneurial and Small Business Operations	--	--	--	--	--	12	--
Finance and Financial Management Services	68	54	59	53	38	52	-23.5%
Hospitality Administration/Management	82	96	123	90	94	104	26.8%
International Business	164	-- [3]	--	--	--	--	--
Marketing	58	33	42	30	47	32	-44.8%
Other Business	129	134	134	125	99	115	-10.9%
Pre-Business	164	182	114	110	156	153	-6.7%
Communication, Journalism, and Related Programs	486	401	449	478	442	519	6.8%
Computer and Information Sciences and Support Services	119	131	138	139	177	208	74.8%
Education	1,198	1,140	1,052	924	847	850	-29.0%
Early Childhood Education and Teaching	105	105	58 [4]	54	38	43	-59.0%
Elementary Education and Teaching	622	590	547	399	322	324	-47.9%
Secondary Education and Teaching	259	269	256	238	262	239	-7.7%
Special Education and Teaching, General	149	133	172	206	197	194	30.2%
Other Education	63	43	19	27	28	50	-20.6%
Engineering	328	346	400	408	527	638 [10]	94.5%
Engineering Technologies/Technicians	94	94	105	110	137	104	10.6%
English Language and Literature/Letters	175	198	231	224	186	196	12.0%
Exploratory/Undeclared	330	343	243	286	309	248	-24.8%
Family and Consumer Sciences/Human Sciences	123	176	202	222	235	262	113.0%
Foreign Languages, Literatures, and Linguistics	80	65	80	87	85	68	-15.0%
Health Professions and Related Clinical Sciences	630	619	722	846	933	1,066	69.2%
History	138	140	137	126	102	105	-23.9%
Homeland Security, Law Enforcement, Firefighting and Related Services	220	226	288	341	319	331	50.5%
Legal Professions and Studies	--	--	--	1	2	4	--
Liberal Arts and Sciences, General Studies and Humanities	66	67	68	64	63	72	9.1%
Mathematics and Statistics	94	105	106	95	88	98	4.3%
Multi/Interdisciplinary Studies	521	609	669	837	876	734	40.9%
Applied Science	22	20	13	10	14	24	9.1%
Comparative Cultural Studies	--	--	--	10 [9]	5 [9]	3	--
Earth & Space Exploration/Earth & Environmental Sciences	6	11	24	11	15	13	116.7%
Global Studies/Global Health	24	29	28	38	37	36	50.0%
Interdisciplinary Studies	445	513	574	743	776	626	40.7%
Nutritional Sciences	24	36	30	25	29	32	33.3%
Natural Resources and Conservation	102 [8]	100	90	86	94	87	-14.7%
Parks, Recreation, Leisure and Fitness Studies	246	207	244	246	226	284	15.4%
Philosophy and Religious Studies	62	52	52	45	52	55	-11.3%
Physical Sciences	116	140	113	154	179	165	42.2%
Psychology	489	598	733	736	635	588	20.2%
Public Administration and Social Service Professions	148	167	197	234	276	259	75.0%
Science Technologies/Technicians	169	193	225	238	250	260	53.8%
Social Sciences	521	594	643	643	598	604	15.9%
Anthropology	65	86	88	87	86	81	24.6%
Criminology	54	60	64	55	44	62	14.8%
Economics	71	103	109	99	120	103	45.1%
Political Science and Government	164	193	209	202	172	156	-4.9%
Sociology	104	104	108	143	122	159	52.9%
Other Social Science	63	48	65	57	54	43	-31.7%
Visual and Performing Arts	385	445	423	440	408	432	12.2%

NOTES

SOURCE

University CIP Discipline	Academic Year						Five-Year % Change
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	
Total New AZCC Transfers	**8,974**	**9,201**	**9,749**	**10,128**	**10,267**	**10,507**	**17.1%**
Business, Management, Marketing, and Related Support	1,304	1,205	1,256	1,237	1,312	1,314	0.8%
Health Professions and Related Programs	630	619	722	846	933	1,066	69.2%
Education	1,198	1,140	1,052	924	847	850	-29.0%
Biological and Biomedical Sciences	603	632	687	731	776	797	32.2%
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Psychology	489	598	733	736	635	588	20.2%
Communication, Journalism, and Related Programs	486	401	449	478	442	519	6.8%
Visual and Performing Arts	385	445	423	440	408	432	12.2%
Homeland Security, Law Enforcement, Firefighting and R	220	226	288	341	319	331	50.5%
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Science Technologies/Technicians	169	193	225	238	250	260	53.8%
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Exploratory/Undeclared	330	343	243	286	309	248	-24.8%
Computer and Information Sciences and Support Service	119	131	138	139	177	208	74.8%
English Language and Literature/Letters	175	198	231	224	186	196	12.0%
Physical Sciences	116	140	113	154	179	165	42.2%
History	138	140	137	126	102	105	-23.9%
Engineering Technologies and Engineering-Related Field	94	94	105	110	137	104	10.6%
Mathematics and Statistics	94	105	106	95	88	98	4.3%
Natural Resources and Conservation	102	100	90	86	94	87	-14.7%
Liberal Arts and Sciences, General Studies and Humaniti	66	67	68	64	63	72	9.1%
Agriculture, Agriculture Operations, and Related Science	70	64	64	54	44	71	1.4%
Foreign Languages, Literatures, and Linguistics	80	65	80	87	85	68	-15.0%
Architecture and Related Services	128	107	94	62	59	59	-53.9%
Philosophy and Religious Studies	62	52	52	45	52	55	-11.3%
Area, Ethnic, Cultural, Gender, and Group Studies	29	37	38	34	30	29	0.0%
Legal Professions and Studies	--	--	--	1	2	4	--

NOTES

* Students with 12 or more credits from one or more Arizona public community colleges (excluding Dine College and Tohono O'Odham Community College) who entered an Arizona university as new transfers in a fall or spring semester.

SOURCE

ASSIST Database, April 2015   (reflects UA corrections to transfer hours for semesters from Fall 2010 through Spring 2014)

AGEC/Associate Degree	Academic Year						Five-Year % Change
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	
Total New AZCC Transfers	**8,974**	**9,201**	**9,749**	**10,128**	**10,267**	**10,507**	**17.1%**
Transfers with an AGEC Only***	**625**	**640**	**559**	**595**	**525**	**555**	**-11.2%**
Percent of New AZCC Transfers	*7.0%*	*7.0%*	*5.7%*	*5.9%*	*5.1%*	*5.3%*	
AGEC Type:							
AGEC - Arts	529	542	464	493	438	466	-11.9%
AGEC - Business	56	55	43	52	39	38	-32.1%
AGEC - Science	40	43	52	50	48	51	27.5%
Transfers with an AGEC and an AA/AB/AS Degree	**3,036**	**3,204**	**3,824**	**4,551**	**4,726**	**4,752**	**56.5%**
Percent of New AZCC Transfers	*33.8%*	*34.8%*	*39.2%*	*44.9%*	*46.0%*	*45.2%*	
Associate Degree Type:							
Associate of Arts	2,229	2,336	2,747	3,389	3,343	3,418	53.3%
Associate of Business	413	447	592	610	699	635	53.8%
Associate of Science	394	421	485	552	684	699	77.4%
Transfers with a non-AA/AB/AS Degree Only	**887**	**963**	**927**	**914**	**901**	**906**	**2.1%**
Percent of New AZCC Transfers	*9.9%*	*10.5%*	*9.5%*	*9.0%*	*8.8%*	*8.6%*	
Associate Degree Type:							
Associate in General Studies	177	163	143	130	144	138	-22.0%
Associate of Applied Science	510	632	630	637	614	618	21.2%
Associate in Transfer Partnership****	90	42	25	15	17	25	-72.2%
Non-Arizona Associate	110	126	129	132	126	125	13.6%
Transfers with no AGEC or Associate Degree	**4,426**	**4,394**	**4,439**	**4,068**	**4,115**	**4,294**	**-3.0%**
Percent of New AZCC Transfers	*49.3%*	*47.8%*	*45.5%*	*40.2%*	*40.1%*	*40.9%*	

NOTES

* Students with 12 or more credits from one or more Arizona public community colleges (excluding Dine College and Tohono O'Odham Community College) who entered an Arizona University as new transfers in a fall or spring semester.

***Students with an AGEC but no AA, AB, or AS degree. Students may have a non-AA-AB-AS degree.

****MCCCD/ASU Transfer Partnership Degree

Students are counted only once if they completed more than one AGEC or Associate Degree.

SOURCE

ASSIST Database, April 2015   (reflects UA corrections to transfer hours for semesters from Fall 2010 through Spring 2014)

ASSIST Steering Committee 2015-16

Arizona State University
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Director, Office of Institutional Analysis
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Characteristics	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total New YC Transfers	**241**	**262**	**303**	**270**	**281**	**280**	**16.2%**
Arizona University							
Arizona State University	83	99	94	101	110	115	38.6%
Northern Arizona University	126	132	185	138	146	143	13.5%
University of Arizona	32	31	24	31	25	22	-31.3%
Ethnicity							
African American	4	1	2	2	4	3	-25%
American Indian	9	15	12	13	12	17	88.9%
Asian	5	10	10	4	9	5	--
Pacific Islander **	1	--	1	4	--	--	-100%
Hispanic	27	33	38	34	30	30	11.1%
White	186	202	239	213	225	223	19.9%
International	1	--	1	--	1	--	-100%
Unknown	8	1	--	--	--	2	-75%
Total Minority	46	59	63	57	55	55	19.6%
Gender							
Female	120	155	180	154	156	172	43.3%
Male	121	107	123	116	125	108	-10.7%
Age Group							
less than 20	13	24	28	18	18	23	76.9%
20 - 24	139	144	136	136	119	117	-15.8%
25 - 29	35	34	44	44	48	60	71.4%
30 or older	54	60	95	72	96	80	48.1%
AZCC Transfer Hours at Entry *							
12 to 23 hours	53	49	57	52	43	52	-1.9%
24 to 34 hours	30	38	41	36	38	38	26.7%
35 to 59 hours	69	85	102	85	91	85	23.2%
60 or more hours	89	90	103	97	109	105	18.0%

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Student Ethnicity of Pacific Islander was not captured as a separate category prior to 2010-11.

*** Students may have additional transfer hours from other 2-year or 4-year postsecondary institutions.

SOURCE

ASSIST Data Warehouse, January 2016

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total New YC Transfers	**241**	**262**	**303**	**270**	**281**	**280**	**16.2%**
Agriculture, Agriculture Ops & Related Sciences	1	--	--	1	1	1	--
Architecture and Related Services	2	2	2	--	3	2	--
Area, Ethnic, Cultural, Gender, and Group Studies	1	1	--	--	--	2	100%
Biological and Biomedical Sciences	9	21	18	24	18	15	66.7%
Business, Management, Marketing & Related Service	22	28	18	27	31	30	36.4%
Accounting and Related Services	1	4	1	1	4	3	200%
Business Administration, Management and Operations	5	4	5	5	5	8	60.0%
Business, Management, Marketing, and Related Support Services, Other	3	8	4	9	8	5	66.7%
Finance and Financial Management Services	--	--	--	1	--	1	--
Hospitality Administration/Management	2	3	2	5	3	4	100%
Marketing	1	2	--	2	1	3	200%
Other Business	7	6	5	3	9	4	-42.9%
Pre-Business	3	1	1	1	1	2	-33.3%
Communication, Journalism, and Related Programs	9	15	10	8	12	7	-22.2%
Computer & Information Sciences & Support Services	7	5	7	8	4	7	--
Education	39	40	34	24	25	20	-48.7%
Early Childhood Education and Teaching	1	1	--	1	1	2	100%
Education, Other	2	--	1	--	--	3	50%
Elementary Education and Teaching	21	25	19	15	13	6	-71.4%
Secondary Education and Teaching	13	11	12	8	8	7	-46.2%
Special Education and Teaching, General	2	3	2	--	3	2	--
Engineering	10	8	6	12	14	10	--
Engineering Technologies & Engineering-Related	4	2	2	4	3	3	-25%
English Language and Literature/Letters	5	3	5	7	6	7	40%
Exploratory/Undeclared	10	11	8	5	7	5	-50%
Family and Consumer Sciences/Human Sciences	1	1	4	4	5	6	500%
Foreign Languages, Literatures, and Linguistics	3	--	1	2	--	--	-100%
Health Professions and Related Programs	18	26	28	25	25	26	44.4%
Allied Health Diagnostic, Intervention, and Treatment Professions	4	1	1	--	--	--	-100%
Communication Disorders Sciences and Services	--	1	2	1	2	--	--
Dental Support Services and Allied Professions	2	1	--	1	4	3	50%
Health Professions and Related Clinical Sciences, Other	--	1	--	--	--	--	--
Health/Medical Preparatory Programs	--	--	3	4	5	4	--
Pharmacy, Pharmaceutical Sciences, and Administration	1	1	--	--	--	--	-100%
Public Health	--	2	3	5	2	6	--
Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing	11	19	19	12	12	13	18.2%
Rehabilitation and Therapeutic Professions	--	--	--	2	--	--	--
History	4	5	4	--	3	2	-50%

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Homeland Security, Law Enfmt, Firefighting & Related	6	1	8	8	5	7	16.7%
Legal Professions and Studies	--	--	--	1	--	--	--
Liberal Arts & Sciences, General Studies & Humanities	4	1	1	2	3	3	-25%
Mathematics and Statistics	5	--	1	1	2	2	-60.0%
Multi-/Interdisciplinary Studies	17	16	68	50	48	61	258.8%
Comparative Cultural Studies	--	--	1	--	2	1	--
Earth & Space Exploration	1	--	--	--	--	--	-100%
Global Studies	1	--	--	--	2	--	-100%
Interdisciplinary Studies	14	16	65	49	44	59	321.4%
Nutritional Sciences	1	--	2	1	--	1	--
Natural Resources and Conservation	2	3	7	2	4	8	300%
Parks, Recreation, Leisure, and Fitness Studies	6	7	4	4	11	6	--
Philosophy and Religious Studies	4	2	5	1	1	1	-75%
Physical Sciences	5	4	5	6	3	7	40%
Psychology	14	20	18	16	16	11	-21.4%
Public Administration and Social Service Professions	2	7	5	3	5	3	50%
Science Technologies/Technicians	8	6	7	4	7	7	-12.5%
Social Sciences	8	10	12	10	15	10	25%
Anthropology	4	1	1	--	1	1	-75%
Criminology	1	--	1	--	1	--	-100%
Economics	1	3	4	1	1	3	200%
Other Social Science	--	4	--	3	--	2	--
Political Science and Government	1	1	2	3	4	2	100%
Sociology	1	1	4	3	8	2	100%
Visual and Performing Arts	15	17	15	11	4	11	-26.7%

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

SOURCE

ASSIST Data Warehouse, January 2016

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total New YC Transfers	**241**	**262**	**303**	**270**	**281**	**280**	**16.2%**
Multi-/Interdisciplinary Studies	17	16	68	50	48	61	258.8%
Business, Management, Marketing, and Related Support Services	22	28	18	27	31	30	36.4%
Health Professions and Related Programs	18	26	28	25	25	26	44.4%
Education	39	40	34	24	25	20	-48.7%
Biological and Biomedical Sciences	9	21	18	24	18	15	66.7%
Psychology	14	20	18	16	16	11	-21.4%
Visual and Performing Arts	15	17	15	11	4	11	-26.7%
Engineering	10	8	6	12	14	10	--
Social Sciences	8	10	12	10	15	10	25%
Natural Resources and Conservation	2	3	7	2	4	8	300%
Communication, Journalism, and Related Programs	9	15	10	8	12	7	-22.2%
Computer and Information Sciences and Support Services	7	5	7	8	4	7	--
English Language and Literature/Letters	5	3	5	7	6	7	40%
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	6	1	8	8	5	7	16.7%
Physical Sciences	5	4	5	6	3	7	40%
Science Technologies/Technicians	8	6	7	4	7	7	-12.5%
Family and Consumer Sciences/Human Sciences	1	1	4	4	5	6	500%
Parks, Recreation, Leisure, and Fitness Studies	6	7	4	4	11	6	--
Exploratory/Undeclared	10	11	8	5	7	5	-50%
Engineering Technologies and Engineering-Related Fields	4	2	2	4	3	3	-25%
Liberal Arts and Sciences, General Studies and Humanities	4	1	1	2	3	3	-25%
Public Administration and Social Service Professions	2	7	5	3	5	3	50%
Architecture and Related Services	2	2	2	--	3	2	--
Area, Ethnic, Cultural, Gender, and Group Studies	1	1	--	--	--	2	100%
History	4	5	4	--	3	2	-50%
Mathematics and Statistics	5	--	1	1	2	2	-60.0%
Agriculture, Agriculture Operations, and Related Sciences	1	--	--	1	1	1	--
Philosophy and Religious Studies	4	2	5	1	1	1	-75%

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

SOURCE

ASSIST Data Warehouse, January 2016

AGEC/Associate Degree	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total New YC Transfers	**241**	**262**	**303**	**270**	**281**	**280**	**16.2%**
Transfers with an AGEC Only**	**24**	**17**	**15**	**21**	**23**	**22**	**-8.3%**
Percent of New YC Transfers	*10.0%*	*6.5%*	*5.0%*	*7.8%*	*8.2%*	*7.9%*	
AGEC Type:							
AGEC - Arts	17	12	5	8	10	7	-58.8%
AGEC - Business	2	3	9	9	11	10	400%
AGEC - Science	5	2	1	4	2	5	--
Transfers with AGEC & AA/AB/AS Degree	**97**	**111**	**139**	**123**	**124**	**126**	**29.9%**
Percent of New YC Transfers	*40.2%*	*42.4%*	*45.9%*	*45.6%*	*44.1%*	*45%*	
Associate Degree Type:							
Associate of Arts	81	94	122	107	104	100	23.5%
Associate of Business	12	10	9	11	11	14	16.7%
Associate of Science	4	7	8	5	9	12	200%
Transfers with Non-AA/AB/AS Degree Only	**25**	**22**	**32**	**23**	**29**	**29**	**16%**
Percent of New YC Transfers	*10.4%*	*8.4%*	*10.6%*	*8.5%*	*10.3%*	*10.4%*	
Associate Degree Type:							
Associate in General Studies	4	1	1	1	--	--	-100%
Associate of Applied Science	17	20	23	18	24	24	41.2%
Non-Arizona Associate	4	1	8	4	5	5	25%
Transfers with no AGEC or Associate	**95**	**112**	**117**	**103**	**105**	**103**	**8.4%**
Percent of New YC Transfers	*39.4%*	*42.7%*	*38.6%*	*38.1%*	*37.4%*	*36.8%*	

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Transfers with AGEC Only refers to students with an AGEC but no AA, AB or AS degree. Student may have a non-AA-AB-AS degree.

Students are counted only once if they completed more than one AGEC or Associate Degree.

SOURCE

ASSIST Data Warehouse, January 2016

BACCALAUREATE DEGREE RECIPIENTS WHO ENTERED AS NEW TRANSFERS FROM YAVAPAI COLLEGE *
Demographic Characteristics and Transfer Hours at Entry

Characteristics	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total YC Bacc Degree Recipients	**163**	**164**	**165**	**182**	**196**	**215**	**31.9%**
Arizona University							
Arizona State University	48	48	47	63	71	74	54.2%
Northern Arizona University	86	89	94	101	103	117	36.0%
University of Arizona	29	27	24	18	22	24	-17.2%
Ethnicity							
African American	1	4	--	--	3	3	200%
American Indian	11	8	4	9	8	9	-18.2%
Asian	1	1	3	2	7	6	500%
Pacific Islander **	--	--	--	--	--	1	--
Hispanic	7	15	20	24	17	21	200%
White	135	133	132	142	160	173	28.1%
International	--	1	2	1	--	--	--
Unknown	8	2	4	4	1	2	-75%
Total Minority	20	28	27	35	35	40	100%
Gender							
Female	78	91	88	113	122	117	50%
Male	85	73	77	69	74	98	15.3%
Age Group							
less than 20	16	14	12	16	23	13	-18.8%
20 - 24	97	102	88	109	97	116	19.6%
25 - 29	29	24	25	19	23	39	34.5%
30 or older	21	24	40	38	53	47	123.8%
AZCC Transfer Hours at Entry *							
12 to 23 hours	31	36	35	25	39	42	35.5%
24 to 34 hours	23	22	22	29	21	30	30.4%
35 to 59 hours	45	56	58	52	60	67	48.9%
60 or more hours	64	50	50	76	76	76	18.8%

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Student Ethnicity of Pacific Islander was not captured as a separate category prior to 2010-11.

*** Students may have additional transfer hours from other 2-year or 4-year postsecondary institutions.

Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total YC Bacc Degree Recipients	**163**	**164**	**165**	**182**	**196**	**215**	**31.9%**
Agriculture, Agriculture Ops & Related Sciences	2	3	2	--	--	--	-100%
Architecture and Related Services	3	--	--	4	1	1	-66.7%
Area, Ethnic, Cultural, Gender, and Group Studies	2	--	1	1	--	--	-100%
Biological and Biomedical Sciences	19	18	10	14	10	13	-31.6%
Business, Management, Marketing & Related Service	35	13	20	14	12	21	-40%
Accounting and Related Services	6	--	4	3	1	5	-16.7%
Business Administration, Management and Operations	8	3	7	2	3	4	-50%
Business, Management, Marketing, and Related Support Services, Other	--	4	3	4	2	4	--
Finance and Financial Management Services	3	--	--	--	1	1	-66.7%
Hospitality Administration/Management	5	2	2	2	2	4	-20%
Marketing	2	3	2	1	--	2	--
Other Business	11	1	2	2	3	1	-90.9%
Communication, Journalism, and Related Programs	4	10	8	9	12	10	150%
Computer & Information Sciences & Support Services	1	1	1	3	4	3	200%
Education	23	29	33	32	26	21	-8.7%
*Early Childhood Education and Teaching ** *	--	--	3	--	1	--	--
Education, Other	--	--	1	--	1	--	--
Elementary Education and Teaching	12	19	22	18	15	13	8.3%
Secondary Education and Teaching	10	7	6	10	8	6	-40%
Special Education and Teaching, General	1	3	1	4	1	2	100%
Engineering	3	3	5	6	7	7	133.3%
Engineering Technologies & Engineering-Related	1	2	1	--	2	1	--
English Language and Literature/Letters	2	6	3	2	3	5	150%
Exploratory/Undeclared	--	--	--	--	--	--	--
Family and Consumer Sciences/Human Sciences	1	5	2	--	3	5	400%
Foreign Languages, Literatures, and Linguistics	1	4	1	1	1	1	--
Health Professions and Related Programs	6	11	8	19	13	16	166.7%
Communication Disorders Sciences and Services	--	--	--	1	--	--	--
Dental Support Services and Allied Professions	1	2	--	1	--	--	-100%
Health/Medical Preparatory Programs	--	--	--	--	1	2	--
Public Health	--	--	2	1	3	6	--
Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing	5	9	6	16	8	8	60.0%
Rehabilitation and Therapeutic Professions	--	--	--	--	1	--	--
History	1	3	6	4	1	--	-100%

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Homeland Security, Law Enfmt, Firefighting & Related	6	5	2	6	7	6	--
Legal Professions and Studies	--	--	--	--	--	--	--
Liberal Arts & Sciences, General Studies & Humanities	3	6	6	3	7	1	-66.7%
Mathematics and Statistics	1	--	--	1	1	1	--
Multi-/Interdisciplinary Studies	11	10	9	18	32	48	336.4%
Applied Science	1	--	--	--	--	--	-100%
Global Studies	--	--	1	--	--	--	--
Interdisciplinary Studies	10	10	8	18	31	48	380%
Nutritional Sciences	--	--	--	--	1	--	--
Natural Resources and Conservation	1	2	2	3	5	2	100%
Parks, Recreation, Leisure, and Fitness Studies	5	7	4	3	2	8	60.0%
Philosophy and Religious Studies	2	1	2	1	3	1	-50%
Physical Sciences	3	1	2	1	2	5	66.7%
Psychology	5	5	9	14	10	13	160%
Public Administration and Social Service Professions	2	--	4	4	7	3	50%
Science Technologies/Technicians	1	1	6	1	4	5	400%
Social Sciences	4	11	6	9	10	12	200%
Anthropology	--	1	3	--	1	1	--
Economics	1	3	--	1	5	1	--
Other Social Science	1	2	--	4	1	1	--
Political Science and Government	--	3	--	3	--	5	--
Sociology	2	2	3	1	3	4	100%
Visual and Performing Arts	15	7	12	9	11	6	-60.0%

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Reflects the disestablishment of the Early Childhood Teaching and Leadership degree at ASU in 2011.

Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total YC Bacc Degree Recipients	**163**	**164**	**165**	**182**	**196**	**215**	**31.9%**
Multi-/Interdisciplinary Studies	11	10	9	18	32	48	336.4%
Business, Management, Marketing, and Related Support Services	35	13	20	14	12	21	-40%
Education	23	29	33	32	26	21	-8.7%
Health Professions and Related Programs	6	11	8	19	13	16	166.7%
Biological and Biomedical Sciences	19	18	10	14	10	13	-31.6%
Psychology	5	5	9	14	10	13	160%
Social Sciences	4	11	6	9	10	12	200%
Communication, Journalism, and Related Programs	4	10	8	9	12	10	150%
Parks, Recreation, Leisure, and Fitness Studies	5	7	4	3	2	8	60.0%
Engineering	3	3	5	6	7	7	133.3%
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	6	5	2	6	7	6	--
Visual and Performing Arts	15	7	12	9	11	6	-60.0%
English Language and Literature/Letters	2	6	3	2	3	5	150%
Family and Consumer Sciences/Human Sciences	1	5	2	--	3	5	400%
Physical Sciences	3	1	2	1	2	5	66.7%
Science Technologies/Technicians	1	1	6	1	4	5	400%
Computer and Information Sciences and Support Services	1	1	1	3	4	3	200%
Public Administration and Social Service Professions	2	--	4	4	7	3	50%
Natural Resources and Conservation	1	2	2	3	5	2	100%
Architecture and Related Services	3	--	--	4	1	1	-66.7%
Engineering Technologies and Engineering-Related Fields	1	2	1	--	2	1	--
Foreign Languages, Literatures, and Linguistics	1	4	1	1	1	1	--
Liberal Arts and Sciences, General Studies and Humanities	3	6	6	3	7	1	-66.7%
Mathematics and Statistics	1	--	--	1	1	1	--
Philosophy and Religious Studies	2	1	2	1	3	1	-50%

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

Yavapai College
*BACCALAUREATE DEGREE RECIPIENTS WHO ENTERED AS NEW TRANSFERS FROM YAVAPAI COLLEGE**
By Academic Preparation

AGEC/Associate Degree	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total YC Bacc Degree Recipients	**163**	**164**	**165**	**182**	**196**	**215**	**31.9%**
Transfers with an AGEC Only**	**11**	**17**	**8**	**19**	**16**	**20**	**81.8%**
Percent of New YC Transfers	*6.7%*	*10.4%*	*4.8%*	*10.4%*	*8.2%*	*9.3%*	
AGEC Type:							
AGEC - Arts	9	14	5	12	6	9	--
AGEC - Business	--	--	1	7	8	6	--
AGEC - Science	2	3	2	--	2	5	150%
Transfers with AGEC & AA/AB/AS Degree	**79**	**75**	**73**	**97**	**97**	**112**	**41.8%**
Percent of New YC Transfers	*48.5%*	*45.7%*	*44.2%*	*53.3%*	*49.5%*	*52.1%*	
Associate Degree Type:							
Associate of Arts	54	61	58	81	84	90	66.7%
Associate of Business	12	7	11	10	7	15	25%
Associate of Science	13	7	4	6	6	7	-46.2%
Transfers with Non-AA/AB/AS Degree Only	**16**	**11**	**14**	**14**	**16**	**16**	**--**
Percent of New YC Transfers	*9.8%*	*6.7%*	*8.5%*	*7.7%*	*8.2%*	*7.4%*	
Associate Degree Type:							
Associate in General Studies	2	1	2	--	1	1	-50%
Associate of Applied Science	8	6	11	12	11	12	50%
Non-Arizona Associate	5	4	1	2	4	3	-40%
Transfers with no AGEC or Associate	**57**	**61**	**70**	**52**	**67**	**67**	**17.5%**
Percent of New YC Transfers	*35.0%*	*37.2%*	*42.4%*	*28.6%*	*34.2%*	*31.2%*	

NOTES

* Students with 12 or more YC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Transfers with AGEC Only refers to students with an AGEC but no AA, AB or AS degree. Student may have a non-AA-AB-AS degree.

Students are counted only once if they completed more than one AGEC or Associate Degree. Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

Characteristics	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total AZCC Bacc Degree Recipients	**6,393**	**6,510**	**6,872**	**7,137**	**7,414**	**7,513**	**17.5%**
Ethnicity							
African American	204	262	265	309	294	329	61.3%
American Indian	143	168	196	223	221	240	67.8%
Asian	236	253	304	268	327	334	41.5%
Pacific Islander **	1	3	6	29	27	29	2800%
Hispanic	1,234	1,248	1,422	1,516	1,622	1,721	39.5%
White	4,066	4,205	4,370	4,548	4,710	4,698	15.5%
International	82	70	81	103	94	88	7.3%
Unknown	427	301	228	141	119	74	-82.7%
Total Minority	1,818	1,934	2,193	2,345	2,491	2,653	45.9%
Gender							
Female	3,660	3,630	3,759	3,931	4,055	4,167	13.9%
Male	2,733	2,880	3,113	3,206	3,359	3,346	22.4%
Age Group							
less than 20	410	409	444	463	513	444	8.3%
20 - 24	3,920	3,895	4,010	4,044	4,087	4,108	4.8%
25 - 29	1,040	1,113	1,196	1,288	1,379	1,405	35.1%
30 or older	1,023	1,093	1,222	1,342	1,435	1,556	52.1%
AZCC Transfer Hours at Entry *							
12 to 23 hours	541	492	543	533	496	440	-18.7%
24 to 34 hours	583	664	631	634	640	540	-7.4%
35 to 59 hours	2,377	2,319	2,366	2,307	2,326	2,195	-7.7%
60 or more hours	2,892	3,035	3,332	3,663	3,952	4,338	50%

NOTES

* Students with 12 or more AZCC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Student Ethnicity of Pacific Islander was not captured as a separate category prior to 2010-11.

*** Students may have additional transfer hours from other 2-year or 4-year postsecondary institutions.

Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total AZCC Bacc Degree Recipients	**6,393**	**6,510**	**6,872**	**7,137**	**7,414**	**7,513**	**17.5%**
Agriculture, Agriculture Ops & Related Sciences	48	49	36	43	41	35	-27.1%
Architecture and Related Services	46	46	55	62	61	46	--
Area, Ethnic, Cultural, Gender, and Group Studies	28	24	37	34	29	37	32.1%
Biological and Biomedical Sciences	312	335	357	425	442	496	59.0%
Business, Management, Marketing & Related Service	1,050	974	975	933	991	994	-5.3%
Accounting and Related Services	158	137	138	111	137	142	-10.1%
Business Administration, Management and Operations	258	327	360	299	340	314	21.7%
Business, Management, Marketing, and Related Support Services, Other	17	106	119	150	184	187	1000%
Entrepreneurial and Small Business Operations	2	2	1	1	--	4	100%
Finance and Financial Management Services	79	88	75	77	68	83	5.1%
Hospitality Administration/Management	82	77	66	81	70	68	-17.1%
Marketing	75	83	55	67	57	57	-24%
Other Business	379	154	161	147	135	139	-63.3%
Communication, Journalism, and Related Programs	336	367	301	351	368	380	13.1%
Computer & Information Sciences & Support Services	67	71	96	101	127	133	98.5%
Education	943	928	890	763	668	691	-26.7%
Early Childhood Education and Teaching	62	59	52	32	33	27	-56.5%
Education, Other	11	11	31	36	39	50	354.5%
Elementary Education and Teaching	584	552	493	358	277	276	-52.7%
Secondary Education and Teaching	172	151	153	146	127	142	-17.4%
Special Education and Teaching, General	114	155	161	191	192	196	71.9%
Engineering	239	250	289	304	313	323	35.1%
Engineering Technologies & Engineering-Related	48	60	57	69	73	60	25%
English Language and Literature/Letters	157	180	169	191	153	145	-7.6%
Exploratory/Undeclared	--	--	--	--	--	--	--
Family and Consumer Sciences/Human Sciences	119	170	188	187	190	235	97.5%
Foreign Languages, Literatures, and Linguistics	61	60	69	64	74	64	4.9%
Health Professions and Related Programs	415	380	389	457	564	704	69.6%
Allied Health Diagnostic, Intervention, and Treatment Professions	16	2	4	--	2	3	-81.3%
Clinical/Medical Laboratory Science/Research and Allied Professions	14	--	--	--	--	--	-100%
Communication Disorders Sciences and Services	49	38	50	47	38	33	-32.7%
Dental Support Services and Allied Professions	19	25	19	25	24	27	42.1%
Health and Medical Administrative Services	1	--	--	--	--	--	-100%
Health Professions and Related Clinical Sciences, Other	--	--	1	--	--	--	--
Health/Medical Preparatory Programs	7	7	17	54	62	88	1157.1%
Mental and Social Health Services and Allied Professions	--	--	--	--	--	6	--
Public Health	12	36	45	66	84	102	750%
Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing	297	270	250	265	349	444	49.5%
Rehabilitation and Therapeutic Professions	--	2	3	--	5	1	--
History	108	109	146	121	108	89	-17.6%

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Homeland Security, Law Enfmt, Firefighting & Related	178	163	205	228	264	268	50.6%
Legal Professions and Studies	--	--	1	--	1	2	--
Liberal Arts & Sciences, General Studies & Humanities	125	101	107	96	118	112	-10.4%
Mathematics and Statistics	31	53	35	43	54	49	58.1%
Multi-/Interdisciplinary Studies	426	502	548	622	690	671	57.5%
Applied Science	20	18	14	13	17	16	-20%
Comparative Cultural Studies	--	--	--	2	3	1	--
Earth & Environmental Studies	--	--	--	1	10	16	--
Earth & Space Exploration	1	--	--	--	--	--	-100%
Global Health	1	8	13	14	12	11	1000%
Global Studies	8	7	8	4	11	9	12.5%
Interdisciplinary Studies	384	450	487	580	621	605	57.6%
Nutritional Sciences	12	19	26	8	16	13	8.3%
Natural Resources and Conservation	36	54	75	60	71	58	61.1%
Parks, Recreation, Leisure, and Fitness Studies	150	163	167	166	184	183	22%
Philosophy and Religious Studies	45	31	33	44	31	31	-31.1%
Physical Sciences	63	36	46	66	65	65	3.2%
Psychology	371	407	465	495	530	491	32.3%
Public Administration and Social Service Professions	107	104	146	196	209	197	84.1%
Science Technologies/Technicians	142	127	204	204	203	197	38.7%
Social Sciences	442	449	492	521	510	490	10.9%
Anthropology	46	56	65	62	78	72	56.5%
Criminology	44	42	40	40	46	40	-9.1%
Economics	41	54	63	62	61	80	95.1%
Other Social Science	50	54	50	52	61	44	-12%
Political Science and Government	156	133	160	177	151	142	-9.0%
Sociology	105	110	114	128	113	112	6.7%
Visual and Performing Arts	300	317	294	291	282	267	-11%

NOTES

* Students with 12 or more AZCC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Reflects the disestablishment of the Early Childhood Teaching and Leadership degree at ASU in 2011.

Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

University CIP Discipline	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total AZCC Bacc Degree Recipients	**6,393**	**6,510**	**6,872**	**7,137**	**7,414**	**7,513**	**17.5%**
Business, Management, Marketing, and Related Support Services	1,050	974	975	933	991	994	-5.3%
Health Professions and Related Programs	415	380	389	457	564	704	69.6%
Education	943	928	890	763	668	691	-26.7%
Multi-/Interdisciplinary Studies	426	502	548	622	690	671	57.5%
Biological and Biomedical Sciences	312	335	357	425	442	496	59.0%
Psychology	371	407	465	495	530	491	32.3%
Social Sciences	442	449	492	521	510	490	10.9%
Communication, Journalism, and Related Programs	336	367	301	351	368	380	13.1%
Engineering	239	250	289	304	313	323	35.1%
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	178	163	205	228	264	268	50.6%
Visual and Performing Arts	300	317	294	291	282	267	-11%
Family and Consumer Sciences/Human Sciences	119	170	188	187	190	235	97.5%
Public Administration and Social Service Professions	107	104	146	196	209	197	84.1%
Science Technologies/Technicians	142	127	204	204	203	197	38.7%
Parks, Recreation, Leisure, and Fitness Studies	150	163	167	166	184	183	22%
English Language and Literature/Letters	157	180	169	191	153	145	-7.6%
Computer and Information Sciences and Support Services	67	71	96	101	127	133	98.5%
Liberal Arts and Sciences, General Studies and Humanities	125	101	107	96	118	112	-10.4%
History	108	109	146	121	108	89	-17.6%
Physical Sciences	63	36	46	66	65	65	3.2%
Foreign Languages, Literatures, and Linguistics	61	60	69	64	74	64	4.9%
Engineering Technologies and Engineering-Related Fields	48	60	57	69	73	60	25%
Natural Resources and Conservation	36	54	75	60	71	58	61.1%
Mathematics and Statistics	31	53	35	43	54	49	58.1%
Architecture and Related Services	46	46	55	62	61	46	--
Area, Ethnic, Cultural, Gender, and Group Studies	28	24	37	34	29	37	32.1%
Agriculture, Agriculture Operations, and Related Sciences	48	49	36	43	41	35	-27.1%
Philosophy and Religious Studies	45	31	33	44	31	31	-31.1%
Legal Professions and Studies	--	--	1	--	1	2	--

NOTES

* Students with 12 or more AZCC credits who entered an Arizona university as new transfers in a fall or spring semester.

Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

AGEC/Associate Degree	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Five-Year % Change
Total AZCC Bacc Degree Recipients	**6,393**	**6,510**	**6,872**	**7,137**	**7,414**	**7,513**	**17.5%**
Transfers with an AGEC Only**	**587**	**594**	**580**	**515**	**531**	**544**	**-7.3%**
Percent of New AZCC Transfers	*9.2%*	*9.1%*	*8.4%*	*7.2%*	*7.2%*	*7.2%*	
AGEC Type:							
AGEC - Arts	512	498	479	420	442	448	-12.5%
AGEC - Business	39	54	57	48	45	50	28.2%
AGEC - Science	36	42	44	47	44	46	27.8%
Transfers with AGEC & AA/AB/AS Degree	**2,336**	**2,535**	**2,915**	**3,336**	**3,713**	**3,883**	**66.2%**
Percent of New AZCC Transfers	*36.5%*	*38.9%*	*42.4%*	*46.7%*	*50.1%*	*51.7%*	
Associate Degree Type:							
Associate of Arts	1,698	1,878	2,099	2,436	2,761	2,797	64.7%
Associate of Business	366	357	453	495	526	575	57.1%
Associate of Science	272	300	363	405	426	511	87.9%
Transfers with Non-AA/AB/AS Degree Only	**674**	**710**	**638**	**643**	**568**	**684**	**1.5%**
Percent of New AZCC Transfers	*10.5%*	*10.9%*	*9.3%*	*9.0%*	*7.7%*	*9.1%*	
Associate Degree Type:							
Associate in General Studies	133	148	120	79	70	106	-20.3%
Associate of Applied Science	355	407	403	457	414	476	34.1%
Associate in Transfer Partnership***	121	86	37	23	15	21	-82.6%
Non-Arizona Associate	65	69	78	84	69	81	24.6%
Transfers with no AGEC or Associate	**2,796**	**2,671**	**2,739**	**2,643**	**2,602**	**2,402**	**-14.1%**
Percent of New AZCC Transfers	*43.7%*	*41.0%*	*39.9%*	*37.0%*	*35.1%*	*32.0%*	

NOTES

* Students with 12 or more AZCC credits who entered an Arizona university as new transfers in a fall or spring semester.

** Transfers with AGEC Only refers to students with an AGEC but no AA, AB or AS degree. Student may have a non-AA-AB-AS degree.

***Associate in Transfer Partnership refers to MCCCD/ASU Transfer Partnership Degree.

Students are counted only once if they completed more than one AGEC or Associate Degree. Academic year includes summer, fall and spring semesters.

SOURCE

ASSIST Data Warehouse, January 2016

ASSIST Steering Committee 2015-16

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Presenter : Patricia McCarver   **Start Time :** 2:08 PM   **Item No : 16**

Proposed By : Patricia McCarver   **Time Req :** 0

Proposed : 10/23/2015   **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.	558881

Description : MONITORING REPORTS - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver   **Start Time :** 2:08 PM   **Item No : 17**

Proposed By : Patricia McCarver   **Time Req :** 5

Proposed : 10/23/2015   **Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
2.3.4	The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.	344944

Description : Receipt of the President's Monitoring Report - Executive Limitation 2.3.4 - Real Property - MONITORING, DISCUSSION, AND/OR DECISION

Details :

2.3.4 Real Property
The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.

2.3.4.1 Lease Limits and Delegation of Lease Authority for Real Property
Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the College without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.

The President shall not enter into any lease agreement for more than one year in duration or that exceeds $200,000 per year without Board authorization.

2.3.4.2 Improvements to Leased Property
The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any lease improvements over $10,000 requires the Board's
approval.

MOTION OPTIONS:
1. If Board intends to accept Monitoring Report:
We have read the President's Monitoring Report regarding Policy 2.3.4, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.3.4.

2. If Board intends to not accept Monitoring Report:
- If for Unreasonable Interpretation:
We have read the President's monitoring report regarding Policy 2.3.4 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.3.4. I move that the President provide the Board with a new Monitoring Report for Policy 2.3.4 [at the X board meeting] [within X amount months] that includes a new interpretation.

- If for Insufficient Evidence:
We have read the President's monitoring report regarding Policy 2.3.4 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.3.4. I move that the President provide the Board with a new Monitoring Report for Policy 2.3.4 [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
Policy 2.3.4 Monitoring Report Executive Limitations.pdf	Feb 19, 2016	Policy 2.3.4 Monitoring Report Executive Limitations.pdf
Policy 2.3.4.1Monitoring Report Executive Limitations.pdf	Feb 19, 2016	Policy 2.3.4.1Monitoring Report Executive Limitations.pdf
Policy 2.3.4.2 Monitoring Report Executive Limitations.pdf	Feb 19, 2016	Policy 2.3.4.2 Monitoring Report Executive Limitations.pdf
2.3.4 Compilation.pdf	Feb 25, 2016	2.3.4 Compilation.pdf

Title	Created	Filename

Executive Limitations 2.3.4 – Real Property

The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.

President's Interpretation:

Real property is defined as land, facilities, and critical equipment that could have material impact on the effective operations of the College (e.g., computer systems, heating and cooling systems, utilities.) As such, all purchases, encumbrances, dispositions, and replacements must be part of the annual budget process. Likewise, as good stewards of public funds, the College will maintain proper care of such real property for the projected life of such materials.

Supporting Evidence:

<div align="right"><u>Source</u>: Banner Finance</div>

With Board-approved financing and Board-approved budgets, Executive Limitation 2.3.4 **supports the Strategic Initiative "Fiscal Stewardship"** by the College actively making capital improvements, purchasing equipment, and performing unplanned and planned maintenance to its facilities.

Category	Approved Budget	
Unplanned Maintenance	$ 500,000	FY2015-16 Adopted Budget - Unplanned Maintenance
Preventative Maintenance	3,010,000	FY2015-16 Adopted Budget - Preventative Maintenance
Capital Improvement Projects	4,538,700	FY2015-16 Adopted Budget - CIP
Equipment	2,280,600	FY2015-16 Adopted Budget - Equipment
Total	$10,329,300	

Highlights

- YC adheres to the philosophy that preventative maintenance will extend the useful life of the assets and lower the Total Costs of Ownership. Preventative Maintenance investments are keeping District facilities 94% "like new". (See Facility Condition Index graph below).
- Capital Improvement Projects are designed to ensure effective teaching and learning spaces and meet community needs.
- YC re-invests in equipment to ensure employees have the tools needed to remain productive and students gain marketable skills relevant to the modern workforce.

Facility Condition Index (FCI)

FCI

Location	FCI
Prescott Campus	94%
Verde Valley Campus	95%
Chino Valley Center	94%
Sedona Center	95%
CTEC	96%
Prescott Valley Centers	93%
District	94%

President's Conclusion:

I report compliance.

Executive Limitations 2.3.4.1 - Lease Limits and Delegation of Lease Authority for Real Property

Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the College without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.

The President shall not enter into any lease agreement for more than one year in duration or that exceeds $200,000 per year without Board authorization.

President's Interpretation:

The President has received authority from the Board to enter into leases for Real Property (See 2.3.4). It is expected that the President keep the Board informed of such leases and ensure the legal and proper execution of said leases. This granted authority is limited in terms of duration (one year or less) and fiscal amounts ($200,000 or less). All leases of a longer period and/or exceeding $200,000 must have Board approval.

Supporting Evidence:

<u>Source</u>: District Records
Schedule of Leases - attached

The College has nine leases for real property, about half of which the College is the lessor. All of the leases are below the $200,000 annual threshold and most of the leases allow for renewals. All multi-year leases including renewals have been approved by the Board. Below is listing of all the leases and includes lessor/lessee, a description, start and end dates, renewal information, and annual cost.

Lease Schedule

Executive Limitation 2.3.4.1 supports the St**rategic Initiative "**Student Success**"** by entering into lease agreements that directly or indirectly support instruction and student success such as the leasing of Mayer High School, the leasing of land to NACOG for Head Start child care services, and the leasing of land from the Town of Chino Valley as part of **the College's Chino** Valley campus.

President's Conclusion:

I report compliance.

Yavapai County Community College District
Leases of Real Property in Effect as of February 28, 2016

Lessor	Lessee	Description	Start Date	End Date	Renewals Allowed?	Annual Cost
Yavapai College	Northern Arizona Council of Governments (NACOG)	Lease of land @ Verde campus for Headstart facility (trailer)	7/24/1996	6/30/2021	Renewed through 6/30/21 Renewable for five year terms	$1
Yavapai College	Yavapai County Community Health Services	CTEC – disaster related supplies	11/16/15	11/15/16	Annual renewals	$3,600
Yavapai College	Northern Arizona Council of Governments (NACOG)	Lease of land at PV campus for Headstart facility (trailer)	3/1/2012	2/28/2017	Renewable for five year terms	$1
Yavapai College	NAU	PV Library	7/1/2015	6/30/2016	Annual renewals	$139,116
Yavapai College	NAU	Prescott Building 1	7/1/2015	6/30/2016	Annual renewals	$12,540
Yavapai College Foundation	Yavapai College	Facilities	7/1/2005	6/30/2020	Renewed through 6/30/2020, amount subject to COLA increases.	$123,180
Town of Prescott Valley	Yavapai College	PV Library – Academic Library Suite – provide services to NAU/YC staff/students	4/10/2007	4/19/2017	Automatically renews for 5 year periods	$11,008
Mayer Unified School District	Yavapai College	Tech Bldg at Mayer HS	6/1/2012	5/30/2017	Yes, one additional five year term	$1
Town of Chino Valley	Yavapai College	50 Acres of property adjacent to YC's 30-acre campus	5/09/2008	4/18/2025	Renewable for two (2) additional ten (10) year terms and one (1) additional five year term OR four (4) additional ten (10) year terms.	$1

Executive Limitations 2.3.4.2 – Improvements to Leased Property

The President shall not make improvements to any real property, structure, or land leased by the District, without notifying the Board; any lease improvements over $10,000 requires **the Board's approval.**

President's Interpretation:

The President is expected to keep the Board informed of any improvements to any leased real property, facilities, or land. Improvements to such leased property, when exceeding $10,000 must be approved by the Board. This fiscal limit relates to major improvements, but not repairs of existing leased property.

Supporting Evidence:

Source: District Records

The College leases property from several public entities as seen on the below chart. For the period March 1, 2015, through February 29, 2016, no real property improvements greater than $10,000 have been made.

Lessor	Lessee	Description	Improvements Over $10,000
Yavapai College Foundation	Yavapai College	Facilities	No
Town of Prescott Valley	Yavapai College	PV Library – Academic Library Suite (2nd Floor) – provide services to NAU/YC staff/students	No
Mayer Unified School District	Yavapai College	Tech Bldg at Mayer HS	No
Town of Chino Valley	Yavapai College	50 Acres of property adjacent to YC's 30-acre campus	No

President's Conclusion:

I report compliance.

Presidential Monitoring Worksheet for Executive Limitations Policies
Policy 2.3.4 – Real Property

<mark>Compilation - March 2016</mark>

Executive Limitation 2.3.4	**Real Property** The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.		
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO **1**
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?		YES **4**	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?		YES	NO **4**
Comments: **McCasland: Once the budget is adopted, I would like to have monthly reports on how the budgeted funds are being spent by category and project.**			

Executive Limitation 2.3.4.1	**Lease Limits and Delegation of Lease Authority for Real Property** Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the College without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board. The President shall not enter into any lease agreement for more than one year in duration or that exceeds $200,000 per year without Board authorization.		
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?		YES **4**	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?		YES	NO **4**
Comments: **McCasland: I would like to have this amended to leases exceeding $100,000 must have Board approval.**			

1

Executive Limitation 2.3.4.2	**Improvements to Leased Property** The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any lease improvements over $10,000 requires the Board's approval.		
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?		YES **4**	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?		YES	NO **4**
Comments: **McCasland: The policy says "The President shall not make improvements to any real property, structure, or land leased by the District, without notifying the Board;" Were any improvements made to the leased properties? The report says there were no improvements over $10,000, however, were there any improvements made to the leased properties?**			

SHADED ITEMS should be raised for discussion at the meeting.

2

Presenter : Patricia McCarver		Start Time : 2:13 PM	Item No : 18
Proposed By : Patricia McCarver		Time Req : 5	
Proposed : 10/23/2015		Item Type : Monitoring & Decision	

Policy No.	Description	Ref No
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; - Collective rather than individual decisions; and - Emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects. More specifically, the Board:	560664
3.5	The Chair's role is to ensure the integrity of the Board's process and to represent the Board to outside parties.	396950

Description : Receipt of Board Self-Evaluation - Governance Process Policy 3.5 - Board Chair and Other Officer Roles - MONITORING, DISCUSSION, AND/OR DECISION

Details : Policy 3.5 - The Chair's role is to ensure the integrity of the Board's process and to represent the Board to outside parties.

3.5.1 Job Output
The job output of the Chair shall be to see that the Board behaves consistent with its own policies and those legitimately imposed upon it from outside the organization.

3.5.1.1 Meeting Discussion Content
Meeting discussion content shall be those issues which, according to Board Policy 3.4.3.2, clearly belong to the Board to decide, not the President.

3.5.1.2 Deliberation
Deliberation shall be timely, fair, orderly, and thorough, but also efficient, limited to time, and kept to the point.

3.5.1.3 Behavior
The Chair shall ensure that any violations of the Board's policies concerning individual and group behavior are addressed promptly and in an appropriate manner.

3.5.2 Chair Decision Authority
The Chair has the authority to make all decisions that fall within any reasonable interpretation of the Board's Governance Process and on the Board-President Linkage policies. The Chair does not have the authority to make decisions that fall within the Board's Ends or Executive Limitations policies. Therefore, the Chair has no authority to supervise or direct the President.

3.5.2.1 Chairing Meetings

The Chair is empowered to chair Board meetings with all of the commonly accepted power of that position (e.g., ruling, recognizing) using the Roberts Rules of Order as a guide for running meetings.

3.5.2.2 Outside Parties

The Chair shall represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to her or him.

3.5.2.3 Delegation of Authority

The Chair may delegate his or her authority at any time, but remains accountable for its use. The Yavapai College District Governing Board members hereby delegate to the Chair or his or her designee the authority to sign on behalf of the Board and/or Yavapai College such documents as have been approved by the Board at a legal meeting.

3.5.3 Board Chair's Role in Monitoring

The Chair shall ensure the conduct of Board self-evaluation in accordance with Policy 3.1.4.

3.5.4 Secretary

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.

3.5.5 Board Liaisons

All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committees. Board liaisons should provide advice and input to their assigned committees, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committees. The positions are:

1) Foundation Liaison
2) AADGB Representative
3) Board Spokesperson

3.5.5.1 Board Spokesperson

The Spokesperson is the formal conduit for the Board and is responsible for communicating as the Board representative with the public and the media - newspaper, radio, television,
etc. The Spokesperson shall speak with one voice on behalf of the Board, instead of communicating his or her personal views on matters. If appropriate in the Chair's judgment, the Chair may designate at any time

another Board member to serve as an adjunct Spokesperson on a specific matter or matters or for a specific period of time.

Attachments :

Title	Created	Filename
3.5 Compilation.pdf	Feb 25, 2016	3.5 Compilation.pdf

Compilation – March 2016

Board Chair and Other Officer Roles 3.5	The Chair's role is to ensure the integrity of the Board's process and to represent the Board to outside parties.		
Interpretation – In other words, as the District Governing Board conducts its activities, the Board Chair will follow the Board policies relating to Governance Process (Policies 3.1-3.7 and all associated sub-policies), and work with other Board Members to do the same. In representing the Board to outside parties, the Chair will follow and articulate Board Policy as necessary to appropriately explain Board decisions and activities.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **5**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO

Comments:
McCarver: Board policy is clear in this regard.

Job Output 3.5.1	The job output of the Chair shall be to see that the Board behaves consistent with its own policies and those legitimately imposed upon it from outside the organization.		
Interpretation – In other words, the Board Chair will expect Board Members to follow Board policy and any legitimate outside Regulations or Statutes, and will work with Board Members to address any identified concerns or violations of the same.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO **1**
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO

Comments:
McCasland: Important items that should have board discussion and review are consistently put on the consent agenda. Owner input is lacking.

Meeting Discussion Content 3.5.1.1	Meeting discussion content shall be those issues which, according to Board Policy 3.4.3.2, clearly belong to the Board to decide, not the President.		
Interpretation – In other words, Agenda items for Board meetings will be restricted to those items that fall under Board Responsibility as described in Board Policy, and will be identified by the Board Members.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **5**	NO

Comments:
McCasland: More time should be allocated to discuss items that are Board decisions. More detailed and expanded discussions are needed for financial matters.

1

Deliberation 3.5.1.2	Deliberation shall be timely, fair, orderly, and thorough, but also efficient, limited to time, and kept to the point.		
Interpretation - In other words, discussions and decisions on Board matters will be conducted in a timely manner, and remain focused on the specific Agenda item being reviewed.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **5**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **5**	NO
Comments: **McCasland: Items requiring board decisions should be allocated appropriate time for thorough discussions.**			

Behavior 3.5.1.3	The Chair shall ensure that any violations of the Board's policies concerning individual and group behavior are addressed promptly and in an appropriate manner.		
Interpretation - In other words, if any violations of Board Policy related to individual or group behavior occur, the Board Chair will address that violation with the individual Board Member or Members in a timely manner.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			

Chair Decision Authority 3.5.2	The Chair has the authority to make all decisions that fall within any reasonable interpretation of the Board's Governance Process and on the Board-President Linkage policies. The Chair does not have the authority to make decisions that fall within the Board's Ends or Executive Limitations policies. Therefore, the Chair has no authority to supervise or direct the President.		
Interpretation - In other words, the Board Chair is authorized to make decisions within the sections of Board Policy related to the Board's Governance Process, and the Board-President Linkage policies, as long as the decisions fall within any reasonable interpretation of those policies. The Board Chair does not have the authority to make decisions that fall under Ends or Executive limitations. The Board Chair does not have the individual authority to supervise or direct the President.			
Is the interpretation reasonable?		YES **4**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments: **McCasland: I suggest further discussion on this authority.**			

2

Chairing Meetings 3.5.2.1	The Chair is empowered to chair Board meetings with all of the commonly accepted power of that position (e.g., ruling, recognizing) using the Roberts Rules of Order as a guide for running meetings.		
Interpretation - The Board Chair has the responsibility and authority to chair District Governing Board meetings. The Board will use Roberts Rules of Order as a guide for running those meetings.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments: **McCasland: Can the Chair appoint herself to committees? Can the Chair make motions or second motions?**			

Outside Parties 3.5.2.2	The Chair shall represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to her or him.		
Interpretation - In other words, when representing the District Governing Board to outside parties or organizations, the Board Chair will limit those discussions to announcing official Board-stated positions and to Chair decisions and interpretations as outlined in Board policy.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **5**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			

Delegation of Authority 3.5.2.3	The Chair may delegate his or her authority at any time, but remains accountable for its use. The Yavapai College District Governing Board members hereby delegate to the Chair or his or her designee the authority to sign on behalf of the Board and/or Yavapai College such documents as have been approved by the Board at a legal meeting.		
Interpretation - In other words, if the Board Chair is not available to address official Board business, the chair may delegate his or her authority, but is still accountable for how that authority is used. District Governing Board members shall delegate to the Chair or designee the authority to sign official documents on behalf of the Board as needed. The delegation of authority to sign such documents will be approved by the Board at a legal meeting.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **5**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			

3

Board Chair's Role in Monitoring 3.5.3	The Chair shall ensure the conduct of Board self-evaluation in accordance with Policy 3.1.4.		
Interpretation - In other words, the Board Chair is responsible to conduct a Board self-evaluation, in accordance with Policy 3.1.4. The specific process will be determined by the Chair, but must include regular monitoring of the Board's policies and overall performance as a governing body.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **5**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			
Secretary 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.		
Interpretation - In other words, the role of the Board Secretary is to fulfill the responsibilities of the Board Chair, unless the Chair has delegated some or all of those responsibilities to another Board Member. The Secretary is responsible to assure the accuracy of official Board documents for historical purposes and required record keeping. The Secretary also verifies the Board's adoption of policy.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			
Board Liaisons 3.5.5	All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committees. Board liaisons should provide advice and input to their assigned committees, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committees. The positions are: 1) Foundation Liaison 2) AADGB Representative 3) Board Spokesperson		
Interpretation - 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. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committee, organization or role.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			

4

Board Spokesperson 3.5.5.1	The Spokesperson is the formal conduit for the Board and is responsible for communicating as the Board representative with the public and the media - newspaper, radio, television, etc. The Spokesperson shall speak with one voice on behalf of the Board, instead of communicating his or her personal views on matters. If appropriate in the Chair's judgment, the Chair may designate at any time another Board member to serve as an adjunct Spokesperson on a specific matter or matters or for a specific period of time.		
Interpretation			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			

SHADED ITEMS should be raised for discussion at the meeting.

5

Presenter : Patricia McCarver	**Start Time :** 2:18 PM	**Item No : 19**
Proposed By : Patricia McCarver	**Time Req :** 5	
Proposed : 10/23/2015	**Item Type :** Monitoring & Decision	

Policy No.	Description	Ref No
4.4	Systematic and rigorous monitoring of the President's job performance shall be solely against the only expected President job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations. Accordingly:	429156

Description : Receipt of Board Self-Evaluation - Board/President Linkage Policy 4.4 - Monitoring President Performance - MONITORING, DISCUSSION, AND/OR DECISION

Details : Policy 4.4 - Systematic and rigorous monitoring of the President's job performance shall be solely against the only expected President job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

4.4.1 Monitoring Reports
The President shall submit monitoring reports required by the Board in a timely, accurate, and understandable fashion, using acceptable benchmarks and data, which directly address the provisions of the Board policies being monitored.

4.4.2 Methods
The Board shall acquire monitoring data by one or more of three methods: (a) by internal report, in which the President discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

4.4.3 Standard for Compliance
In every case, the standard for compliance shall be any reasonable President interpretation of the Board policy being monitored.

4.4.4 Schedule
All policies which instruct the President shall be monitored at a frequency and by a method chosen by the Board. The Board shall monitor any policy at any time by any method, but shall ordinarily depend on a routine schedule, following the monitoring schedule in the Board's Annual Agenda Calendar.

Attachments :

Title	Created	Filename
4.4 Compilation.pdf	Feb 25, 2016	4.4 Compilation.pdf

District Governing Board Policy Review
Evaluation of Board-President Linkage Policies

<mark>Compilation - March 2016</mark>

Board-President Linkage 4.4	**Monitoring President Performance** Systematic and rigorous monitoring of the President's job performance shall be solely against the only expected President job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations. *Accordingly:*		
Interpretation			
Is the interpretation reasonable?		YES **4**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO

Comments:

McCarver: Monitoring of Executive Limitations happens each month. Ends monitoring is done in the fall.

Filardo: Given that Policy Governance requires a strategic plan linking the President's reasonable interpretation of the Board's Ends with the performance of the President towards those Ends, progress against the high-level goals within the strategic plan should be reviewed with the DGB on a routine basis. Explanations of the issues relative to achieving the goals should be presented with the actions necessary to get performances on track to the successful accomplishment of the strategic plan goals. Without this linkage, the organization may be under-performing while being in compliance.

Board-President Linkage 4.4.1	**Monitoring Reports** The President shall submit monitoring reports required by the Board in a timely, accurate, and understandable fashion, using acceptable benchmarks and data, which directly address the provisions of the Board policies being monitored.		
Interpretation - The President shall submit monitoring reports to the Board members for their review and evaluation at such a time as will allow Board members to appropriately and thoroughly review the reports prior to the Board meeting at which the reports will be considered. In the majority of cases, this requirement will be met by the President by submitting the reports at least seven calendar days before the agenda for the meeting at which the reports will be reviewed is posted. In some instances, however, the information contained in the monitoring report may be such that additional time is required for an appropriate and thorough review by the Board, and the President should adjust the submission date accordingly.			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO

Comments:

1

Board-President Linkage 4.4.2	**Methods** The Board shall acquire monitoring data by one or more of three methods: (a) by internal report, in which the President discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.		
Interpretation			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			

Board-President Linkage 4.4.3	**Standard for Compliance** In every case, the standard for compliance shall be any reasonable President interpretation of the Board policy being monitored.		
Interpretation			
Is the interpretation reasonable?		YES **4**	NO
Does the data show accomplishment of the interpretation?		YES **4**	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments:			

Board-President Linkage 4.4.4	**Schedule** All policies which instruct the President shall be monitored at a frequency and by a method chosen by the Board. The Board shall monitor any policy at any time by any method, but shall ordinarily depend on a routine schedule, following the monitoring schedule in the Board's Annual Agenda Calendar.		
Interpretation			
Is the interpretation reasonable?		YES **5**	NO
Does the data show accomplishment of the interpretation?		YES **5**	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?		YES **4**	NO
Is this policy still relevant or useful to the Board?		YES **4**	NO
Comments: **McCarver: The monitoring schedule is available to all Board members. We occasionally make modifications when warranted.**			

SHADED ITEMS should be raised for discussion at the meeting.

2

Presenter : Patricia McCarver	**Start Time :** 2:23 PM	**Item No : 20**
Proposed By : Patricia McCarver	**Time Req :** 5	
Proposed : 10/23/2015	**Item Type :** Monitoring & Decision	

Policy No.	Description	Ref No
3.4.4	President Monitoring Reports are produced in accordance with the Board's Annual Agenda Calendar. Board members shall be given the opportunity for individual review of the reports in advance of the relevant Board meeting before formal review at the next available meeting when there shall be the opportunity to collectively discuss what is being evaluated and share comments.	561404

Description : Overview of the President's Evaluation Process - DISCUSSION AND/OR DECISION

Details : The Board will review the process and resources to be used to effectively analyze the President's job performance during FY 2015-2016. The following suggested resources will be presented at the May 10, 2016 District Governing Board Meeting for completion and evaluation at the June 14, 2016 Board Meeting.

 - Annual Self Evaluation Summary from the President - will be submitted prior to evaluation
 - Summary of Monitoring Reports (as submitted according to the 2015-2016 Board's Agenda Planning Calendar)
 - The President's Annual Performance Evaluation

Attachments :

Title	Created	Filename
President's Summary of Performance - Sample.pdf	Feb 22, 2016	President's Summary of Performance - Sample.pdf
Summary of President's Monitoring Reports.pdf	Feb 22, 2016	Summary of President's Monitoring Reports.pdf
Board's Evaluation and Comments for the President.pdf	Feb 22, 2016	Board's Evaluation and Comments for the President.pdf

May X, 20XX

TO: Members of the District Governing Board

FR: President Penelope H. Wills

RE: 20XX President's Summary of Performance

My year as President of Yavapai College has been

_____
_____
_____

One of the purposes of this letter is to summarize activities and accomplishments from this year that directly relate to specific and multiple Board Ends.

Education.

_____
_____
_____

Economic Development.

_____
_____
_____

Social and Cultural.

_____
_____
_____

Examples of Activities that meet various Ends Statements.

_____
_____
_____

Below is a summary of the President's Ends and Executive Limitations Monitoring Reports
for the 2015-2016 fiscal year that were scheduled and presented per the Board's Agenda Planning Calendar.

Ends	Date of Report/ President's Conclusions	Board Conclusions and Comments
Policy 1.0 - Board Ends- **1. Ends** – Yavapai College exists so communities within Yavapai County are equipped with the vision and skills to create a sustainable economic environment. The College will fulfill this role at a justifiable cost. The following Ends are listed in priority order.		
1.1 Education Ends –Students achieve their educational goals. **1.1.1 Job Seeker Ends** – Job seekers have the qualifications, skills, and abilities to succeed. **1.1.2 Student Ends** – Students seeking transfer will succeed at their next educational institution. **1.1.3 Lifelong Learning Adult Ends** - Life-long learning adults have affordable access to a variety of high-quality learning opportunities.		
1.2 Economic Ends – Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs.		
1.3 Community Ends – Yavapai County residents have access to social and cultural opportunities.		

Executive Limitation	Date of Report/ President's Conclusions	Board Conclusions and Comments
Policy 2.0 – Executive Limitations – The President shall not cause or allow any practice, which is either illegal, unethical, imprudent or inconsistent with college policies.		
2.1 Service to the Public – The President shall not cause or allow to exist any condition, that is unsafe, compromises an individual's privacy or limits accessibility, nor fail to provide a grievance process.		
2.1.1 Treatment of Employees – The President shall not cause or allow personnel policies and procedures that are illegal, unethical or not in conformance with college policies or best practices.		

1

Executive Limitation	Date of Report/ President's Conclusions	Board Conclusions and Comments
2.1.2 Treatment of Students – The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices or best practices that ensure a college-wide focus on student success.		
2.2 Compensation and Benefits – The President will not allow employment, compensation, or benefit practices that are illegal, unethical, in violation of college policies or best practices, or incur unfunded liabilities or imply permanent or guaranteed employment.		
2.3 Financial Management – 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.		
2.3.1 Budget Deviations – The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget. Report Monthly. *This monitoring report aligns with the Consent Agenda: Receipt of Report on Transfers & Other Expenditures.*		
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 Fund Reserves to drop below $1million without specific Board authorization and a realistic recovery plan. Report Monthly. *This monitoring report aligns with the Consent Agenda: Receipt of Report on Revenues and Expenditures.*		
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.		
2.3.4 Real Property – The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.		

2

Executive Limitation	Date of Report/ President's Conclusions	Board Conclusions and Comments
2.3.4.1 Lease Limits and Delegation of Lease Authority for Real Property – Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the college without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board. The President shall not enter into any lease agreement for more than one year in duration or that exceeds $200,000 per year without Board authorization.		
2.3.4.2 Improvements to Leased Property – The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any lease improvements over $10,000 requires the Board's approval.		
2.4 Asset Protection - The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.		
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.		

3

Yavapai College
President's Annual Performance Evaluation
Dr. Penny Wills, President
2015-2016

Board Member

Part I – Ends Performance

The District Governing Board has evaluated the President performance during the year through the Monitoring Reports of the Ends. This Annual Performance Evaluation will be a compilation of Ends Monitoring Reports with additional feedback. Please place an "x" in the scale where you are reporting performance and provide comments.

1. Ends

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

The following Ends are listed in priority order.

Performance Description	Performance Rating		
1.1 Education Ends	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
Students achieve their educational goals.			
1.1.1 Job Seekers Ends Job seekers have the qualifications, skills, and abilities to succeed.			
1.1.2 Student Ends Students seeking transfer will succeed at their next educational institution			
1.1.3 Lifelong Learning Adult Ends Lifelong learning adults have affordable access to a variety of high-quality learning opportunities.			

Comments

Please prepare a summary that evaluates the President's performance and ability to meet the Ends over the prior fiscal year. Be sure to include any major accomplishments and/or contributions made.

Performance Description	Performance Rating		
1.2 Economic Ends	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs.			

Comments

Please prepare a summary that evaluates the President's performance and ability to meet the Ends over the prior fiscal year. Be sure to include any major accomplishments and/or contributions made.

Performance Description	Performance Rating		
1.3 Community Ends	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
Yavapai County residents have access to social and cultural opportunities.			

Comments

Please prepare a summary that evaluates the **President's** performance and ability to meet the Ends over the prior fiscal year. Be sure to include any major accomplishments and/or contributions made.

Part II – Executive Limitation Performance

The District Governing Board has evaluated the President performance during the year through the Monitoring Reports of the Executive Limitations. This Annual Performance Evaluation will be a compilation of Executive Limitations Monitoring Reports with additional feedback. Please place an "x" in the scale where you are reporting performance and provide comments.

Performance Description	Performance Rating		
2.0 Executive Limitations	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow any practice, which is either illegal, unethical, imprudent or inconsistent with college policies.			

Comments

Please prepare a summary that evaluates the President's performance and ability to meet the Executive Limitations over the prior fiscal year. Be sure to include any major accomplishments and/or contributions made.

Performance Description	Performance Rating		
2.1 Service to the Public	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow to exist any condition, that is unsafe, compromises an **individual's privacy or limits accessibility,** nor fail to provide a grievance process.			

Comments

Performance Description	Performance Rating		
2.1.1 Treatment of Employees –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow personnel policies and procedures that are illegal, unethical or not in conformance with college policies or best practices.			

Comments

Performance Description	Performance Rating		
2.1.2 Treatment of Students –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices or best practices that ensure a college-wide focus on student success.			

Comments

Performance Description	Performance Rating		
2.2 Compensation and Benefits –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President will not allow employment, compensation, or benefit practices that are illegal, unethical, in violation of college policies or best practices, or incur unfunded liabilities or imply permanent or guaranteed employment.			

Comments

Performance Description	Performance Rating		
2.3 Financial Management –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
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.			

Comments

Performance Description	Performance Rating		
2.3.1 Budget Deviations –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget. Report Monthly. *This monitoring report aligns with the Consent Agenda: Receipt of Report on Transfers & Other Expenditures.*			

Comments

3 | P a g e

Performance Description	Performance Rating		
2.3.2 Reserves –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Fund Reserves to drop below $1million without specific Board authorization and a realistic recovery plan. Report Monthly. *This monitoring report aligns with the Consent Agenda: Receipt of Report on Revenues and Expenditures.*			

Comments

Performance Description	Performance Rating		
2.3.3 Certification Financial Records –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
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.			

Comments

Performance Description	Performance Rating		
2.3.4 Real Property –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.			

Comments

Performance Description	Performance Rating		
2.3.4.1 Lease Limits and Delegation of Lease Authority for Real Property	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the college without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board. The President shall not enter into any lease agreement for more than one year in duration or that exceeds $200,000 per year without Board authorization.			

Comments

Performance Description	Performance Rating		
2.3.4.2 Improvements to Leased Property	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any lease improvements over $10,000 requires the Board's approval.			

Comments

Performance Description	Performance Rating		
2.4 Asset Protection -	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.			

Comments

5 | P a g e

Performance Description	Performance Rating		
2.5 Communication and Support to the District Governing Board –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.			

Comments

Performance Description	Performance Rating		
2.5.1 Compliance –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
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.			

Comments

Part III– Review Details
The District Governing Board has evaluated the President performance during the year through the Monitoring Reports of the Ends and Executive Limitations. Please prepare additional feedback regarding the President's performance.

2015-2016 Achievements
Please list successes that were accomplished through the President's leadership.

2015-2016 Recommendations
Please list your suggested focus and priorities for the President for the upcoming year.

7 | P a g e

Presenter : Patricia McCarver	**Start Time :** 2:28 PM	**Item No : 21**
Proposed By : Patricia McCarver	**Time Req :** 10	
Proposed : 10/23/2015	**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.	558881

Description : SHORT RECESS - PROCEDURAL

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver	**Start Time :** 2:38 PM	**Item No : 22**
Proposed By : Patricia McCarver	**Time Req :** 0	
Proposed : 10/23/2015	**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.	558881

Description : POLICY ISSUES - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver	**Start Time :** 2:38 PM	**Item No : 23**
Proposed By : Patricia McCarver	**Time Req :** 30	
Proposed : 10/23/2015	**Item Type :** Policy & Decision	

Policy No.	Description	Ref No
2.3	The President shall not allow annual financial planning and budgeting that deviates materially from the Board's Ends' priorities, jeopardizes financial solvency, fails to be part of a multi-year strategic management plan, or violates applicable statutes.	560658

Description : For Consideration for Approval of Proposed Tuition and Fees for Fiscal Year 2016-2017 - INFORMATION, DISCUSSION, AND/OR DECISION

Details : Dr. Clint Ewell, Vice President of Finance and Administrative Services, will present the FY 2016-2017 Proposed Tuition and Fees. The changes to the FY 2016-2017 Tuition and Fees were developed with input from Administration, Deans, and Finance staff.

Attachments :

Title	Created	Filename
FY17 Revenue Decisions DGB PP.pdf	Feb 25, 2016	FY17 Revenue Decisions DGB PP.pdf

FY17 Revenue Proposals

Prepared for the District Governing Board

March, 2016

Types of Revenue

- Property Tax
- Tuition & Fees
- State Appropriation

Revenue Source as a % of Total Unrestricted Revenues
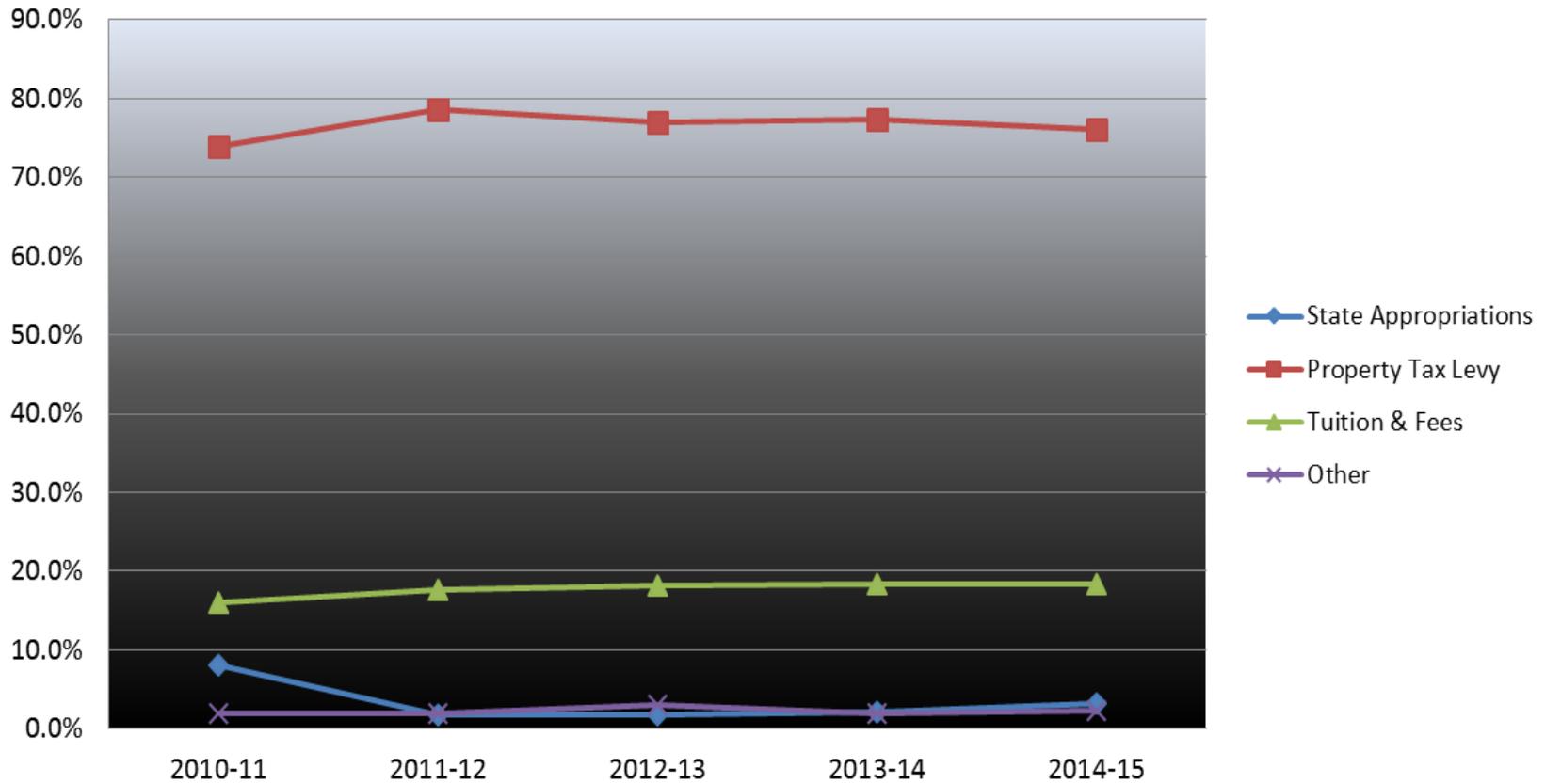
Source: YC CAFR
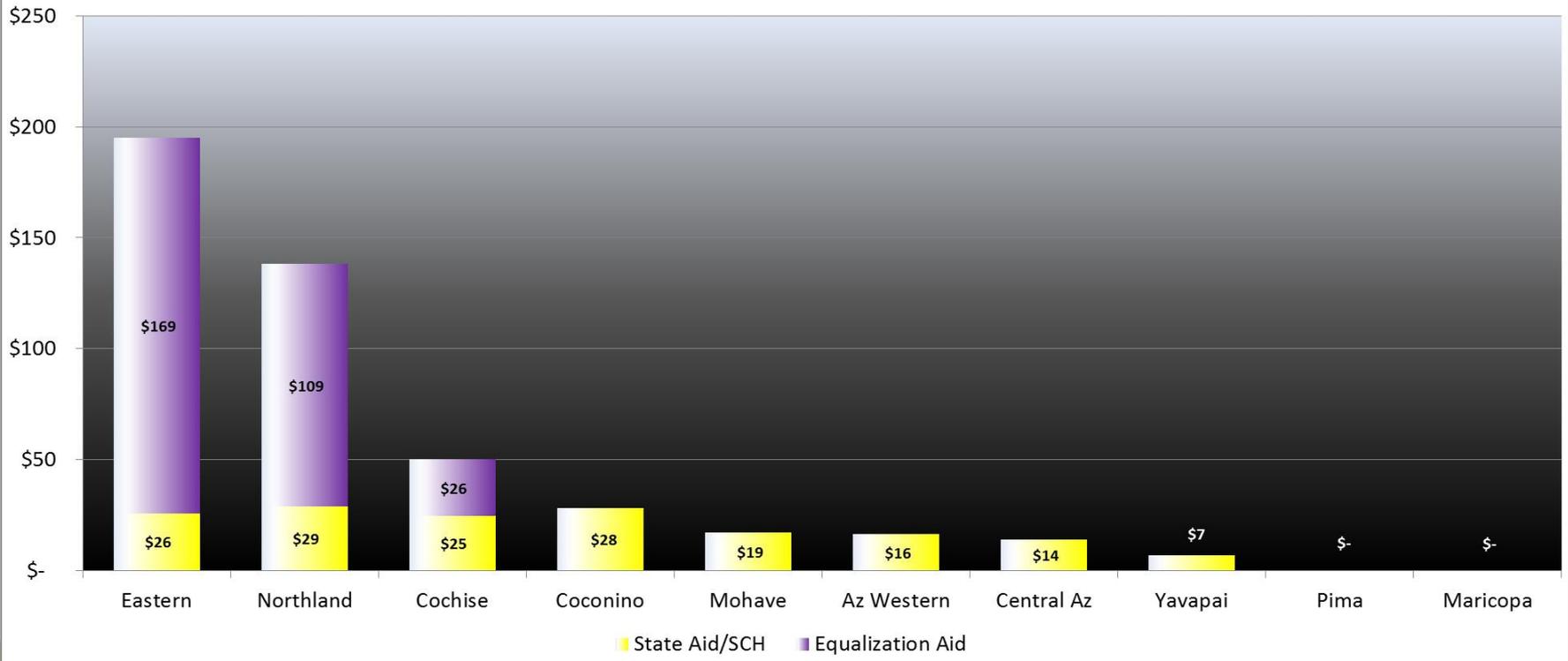
Source: Consolidated 2015-16 AZ Community College State Aid Request

Anticipated Change in State Appropriations

- Maintenance & Operations
  - -$90k Enrollment Decrease

- STEM
  - -$31k Enrollment Decrease

Arizona Community College
2016 Primary Property Tax Rates
(in mils)

Source: Consolidated 2015-16 AZ Community College State Aid Request
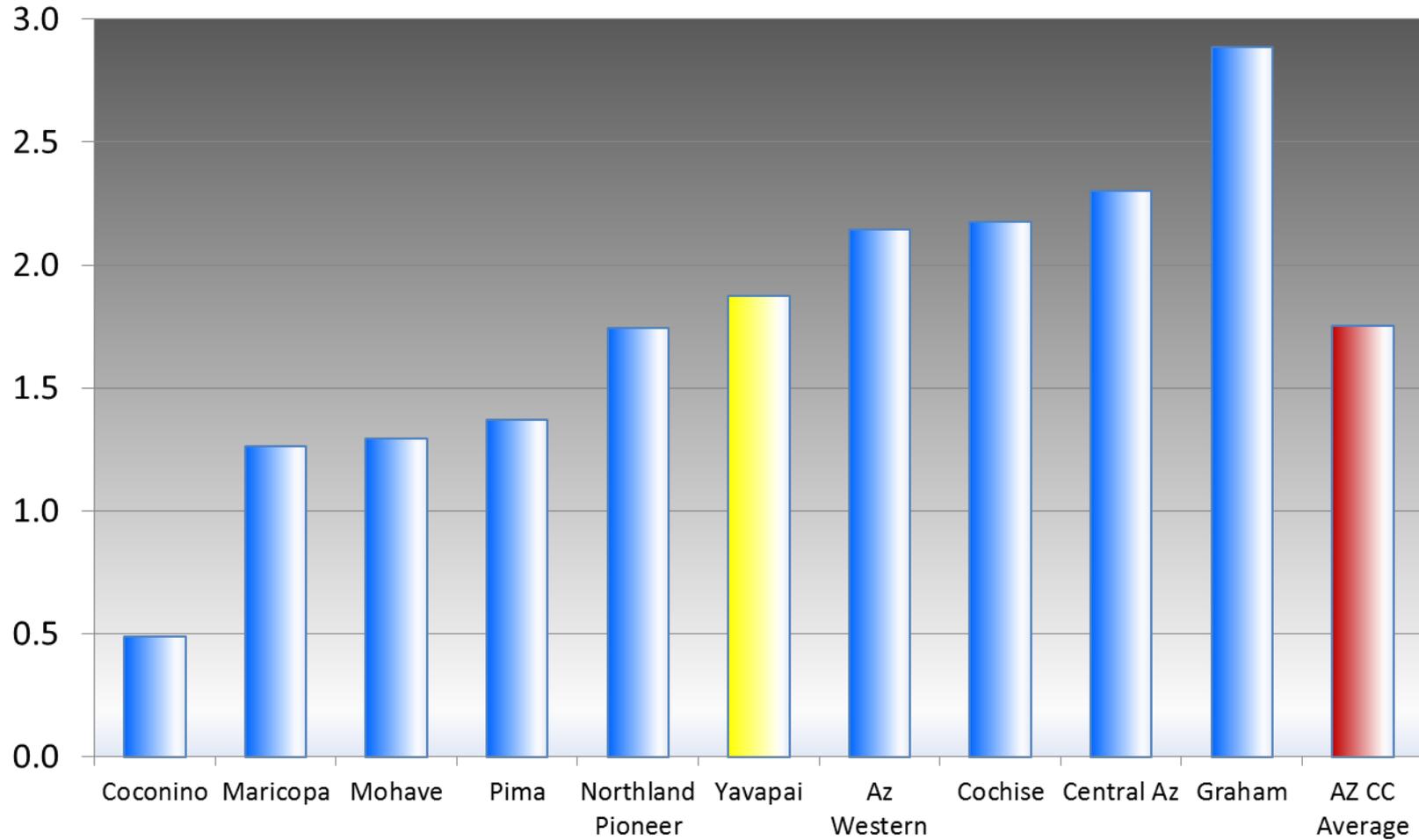
Anticipated Change in Property Taxes

► **New Construction**
  ► $561k

► **Levy Increase**
  ► $0

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**

Tuition & Access

$44,255
Median household income

about 90 percent of the amount in Arizona: $50,068

about 80 percent of the amount in United States: $53,657

Household income

Under $50K	$50K - $100K	$100K - $200K	Over $200K
56%	29%	11%*	3%*
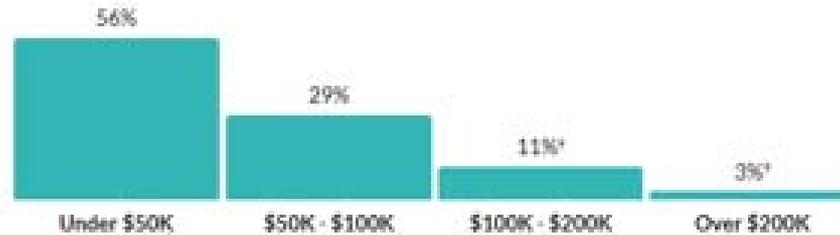
Show data / Embed

Tuition and Fees **Room and Board** **Books and Supplies** **Transportation** **Other Expenses**

Public Two-Year In-District Commuter

| $3,347 | $7,705 | $1,328 | $1,735 | $2,210 | $16,325 |
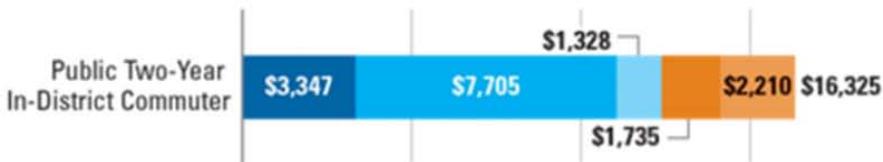
Weighted Annual Tuition and Fees - FY16
30 Credits

YC is 6.8% below Arizona CC Average
YC is 32.8% below National CC Average
YC is 79% below Arizona 4 Year Average

Eastern	$2,080	
Northland	$2,120	
Yavapai	$2,250	
Cochise	$2,310	
Az Western	$2,340	
Az CC Avg	$2,414	
Pima	$2,450	
Central	$2,460	
Maricopa	$2,520	
Mohave	$2,640	
Coconino	$2,970	
NatlCC Avg*	$3,347	
AZ Four-Year	$10,711	
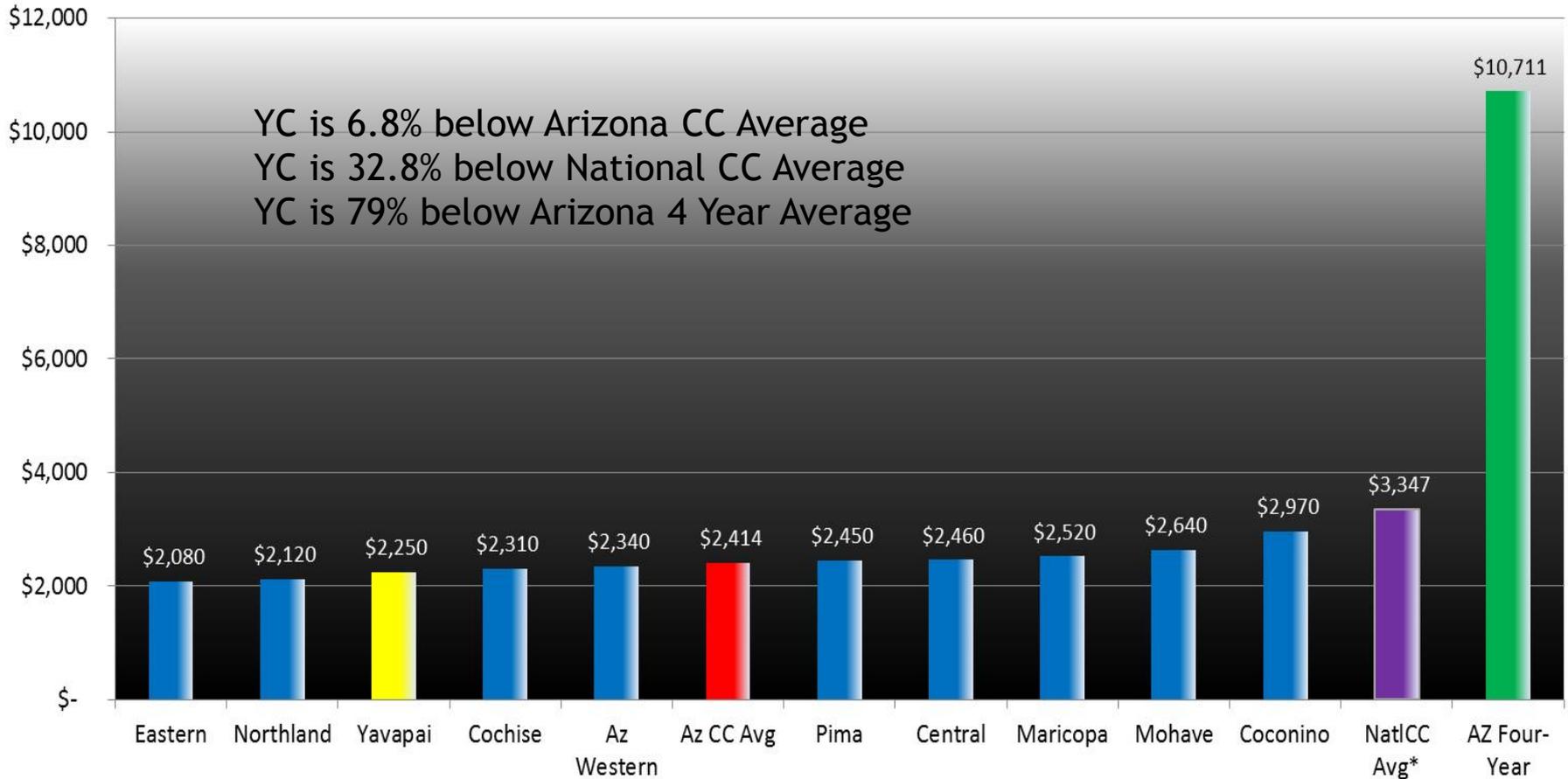
Source: JLBC FY2015 Baseline Report

Source: ABOR Tuition history & ABOR Annual Report

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:   +$4
- Tier 2:   +$4
- Tier 3:   +$4

▶ Dual Credit

- $10/ sch charge

▶ Market Based

- AVT flight: -$87
- AVT ground: -$25
- EMS: $5
- FSC: $7
- GST: $6
- NARTA:
- NUR: $7
- RAD: $16

▶ 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
    - Nursing Application
    - Course Audit Fee
    - CLEP Exam
    - Credit by Exam
    - GED Test
    - Official Transcript
    - Replacement Diploma
    - Proctor Fee (+$5)

Course Fee Recommendations

- Aviation (pass through)

  - Helicopter: -31%

  - Fixed Wing: -17%

- Justifications

  - Remove Private Pilot's License from Degree to allow program to remain VA eligible

  - Replace credits to meet 60 credit degree minimum

Out-of-State Tuition Recommendations

▶ **Out-of-State**

  ▶ WUE: 4.7%

    ▶ 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 market based

      (AVT, EMS, FSC, GST, NUR, RAD)

  ▶ Standard Rate (non-WUE): 4.5%
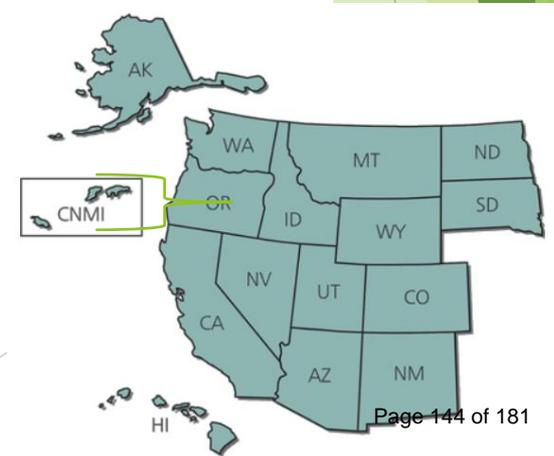
Auxiliary Services

- Residence Halls: +4%
  - Includes parking, laundry, cable, internet, utilities, security

- Meal Plans: +4%

- Family Enrichment Center: +3%

Revenue Risks

- Aviation ($400k)
- State M&O ($800k)
- Enrollments
- SB1476 ($1M?)
- K-12 Funding

- State STEM ($774k)
- Prop 301 ($650k)

FY17 Anticipated Revenue Changes

- State   -$90,000
- Property Taxes   +561,000
- Tuition & Fees
    - Enrollment   -1,000,000
    - Price   +456,000
    - Dual   +90,000
    - Aviation   -1,000,000
- Auxiliary Services   + 70,000

                        Net   -$913,000

Discussion & Decisions

	Presenter :	Patricia McCarver	Start Time : 3:08 PM	Item No : 24

Presenter : Patricia McCarver   **Start Time :** 3:08 PM   **Item No : 24**

Proposed By : Patricia McCarver   **Time Req :** 15

Proposed : 10/23/2015   **Item Type :** Policy & Decision

Policy No.	Description	Ref No
3.7.1	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.	561984

Description : Review of the District Governing Board Budget Proposal for FY 2016-2017 - INFORMATION, DISCUSSION, AND/OR DECISION

Details : Duane Ransom, Assistant Director of Budgeting, will present the District Governing Board budget history from FY 2011 through 2016 and a proposed budget for the next fiscal year 2016-2017.

Attachments :

Title	Created	Filename
DGB Budget Historical.pdf	Feb 25, 2016	DGB Budget Historical.pdf

District Governing Board
FY2012-13 through FY2015-16 Budget History and FY2016-17 Proposal
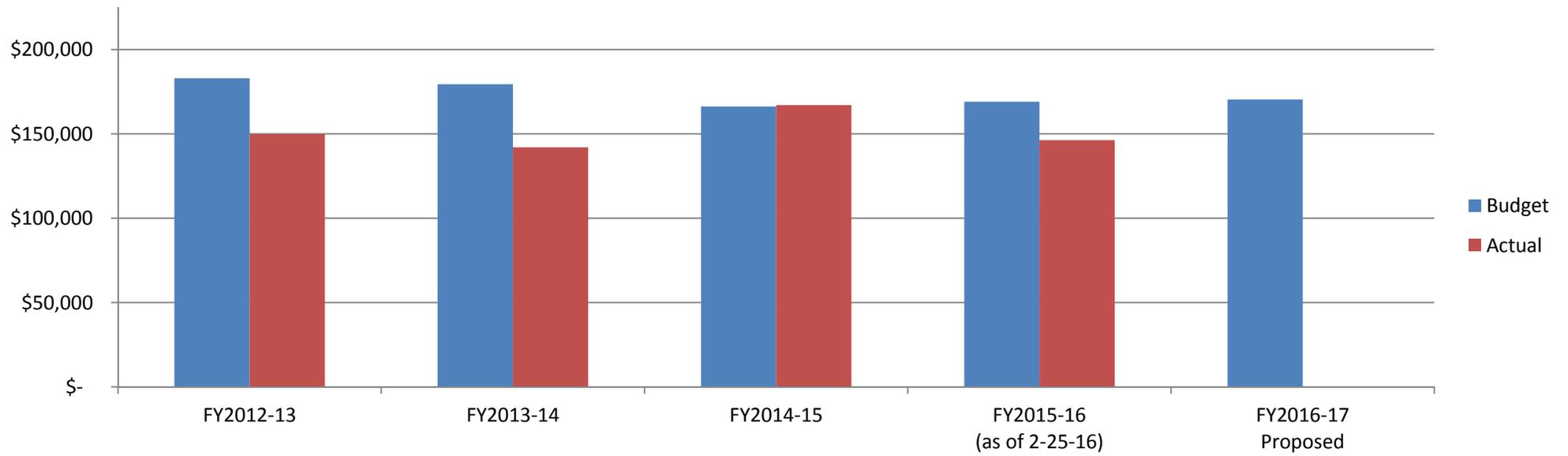
District Governing Board
FY2012-13 through FY2015-16 Budget History and FY2016-17 Proposal

011031-District Governing Board	FY2012-13		FY2013-14		FY2014-15		FY2015-16 (as of 2-25-16)					FY2016-17 Proposed
Expense Type	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Encumb.**	**Estimated**	**Total**	**Budget**
Admin Support Salaries & Benefits	$ 43,027	$ 38,238	$ 39,447	$ 34,636	$ 36,256	$ 38,196	$ 39,084	$ 24,737	$ 10,922	$ 3,775	$ 39,434	$ 40,410
Direct Expense (less Capital) Pool	$ 140,000	$ -	$ 140,000	$ -	$ 130,000	$ -	$ 130,000	$ -	$ -	$ -	$ -	$ 130,000
Legal Services		44,155		36,236		47,572		15,184	21,076	5,000	41,260	
Consulting Services		3,800		2,748		15,040		4,718	-	-	4,718	
Advertising & Printing		1,790		16,140		10,131		2,022	-	1,000	3,022	
Contractual Services - Other		3,079		2,995		3,490		1,500	1,500	-	3,000	
Supplies - General		1,487		764		972		133	-	500	633	
Supplies - Software/Computer/Phone/Tech		18,500		18,500		18,500		12,764	-	6,000	18,764	
Supplies - Food/Other		2,884		3,357		3,435		2,148	2,984	-	5,132	
Books & Postage		-		6,339		179		-	-	-	-	
Memberships & Dues - Instit'l		8,741		6,399		6,907		5,935	-	1,000	6,935	
Travel - In State		554		898		761		331	-	-	331	
Travel - Out Of State		17,425		6,684		2,119		212	-	5,000	5,212	
Travel-OutofState-Traing/Conference		3,834		4,659		7,532		8,388	-	-	8,388	
Conference/Train'g Registration Fee		5,402		1,709		5,922		4,185	-	1,000	5,185	
Subtotal Direct Expense		**111,651**		**107,427**		**122,560**		**57,520**	**25,560**	**19,500**	**102,580**	
Verde Valley Board Advisory Committee												
Attorneys						5,954		1,240	-	3,000	4,240	
Food & Supplies						333		-	-	-	-	
Subtotal VVBAC						**6,287**		**1,240**	**-**	**3,000**	**4,240**	
Total Direct Expense	$ 140,000	$ 111,651	$ 140,000	$ 107,427	$ 130,000	$ 128,847	$ 130,000	$ 58,760	$ 25,560	$ 22,500	$ 106,820	$ 130,000
Total Expense	$ 183,027	$ 149,889	$ 179,447	$ 142,064	$ 166,256	$ 167,043	$ 169,084	$ 83,497	$ 36,482	$ 26,275	$ 146,254	$ 170,410
Available Budget Surplus / (Deficit)		$ 33,138		$ 37,383		$ (787)				Projected:	$ 22,830	

Presenter : Patricia McCarver		**Start Time :** 3:23 PM	**Item No : 25**
Proposed By : Albert Filardo		**Time Req :** 15	
Proposed : 2/15/2016		**Item Type :** Discussion	

Policy No.	Description	Ref No
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; - Collective rather than individual decisions; and - Emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects. More specifically, the Board:	560664
3.1.1	Shall operate in all ways mindful of its civic trusteeship obligation to all the owners of its district and its lawful obligations in compliance with Title 15, Chapter 12 Community Colleges of the Arizona Revised Statutes and all other applicable federal and state statutes and regulations.	396361
3.3.3.4	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.	26038
3.3.4	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.	26039

Description : Discussion of a Separate Verde Valley Administrative College - INFORMATION, DISCUSSION, AND/OR DECISION

Details : The Board will discuss the viability and practicality of a separate Verde Valley Administration.

Attachments :

No Attachments

	Presenter : Patricia McCarver	Start Time : 3:38 PM	Item No : 26
	Proposed By : Patricia McCarver	Time Req : 0	
	Proposed : 10/23/2015	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.	558881

Description : OWNERSHIP LINKAGE - HEADING (CONTINUED)

Details :

Attachments :

No Attachments

	Presenter : Patricia McCarver	Start Time : 3:38 PM	Item No : 27
	Proposed By : Patricia McCarver	Time Req : 5	
	Proposed : 10/23/2015	Item Type : Information Item	

Policy No.	Description	Ref No
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; - Collective rather than individual decisions; and - Emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects. More specifically, the Board:	560664

Description : Receipt of the Second District Governing Board Annual Report - INFORMATION AND/OR DISCUSSION

Details : The Board will receive the Yavapai College District Governing Board Annual Report 2015.

Attachments :

Title	Created	Filename
081-16 DGB 2015 annual report.pdf	Feb 17, 2016	081-16 DGB 2015 annual report.pdf

Yavapai COLLEGE

DISTRICT GOVERNING BOARD
Annual Report to Owners | 2015

SERVING ALL OF YAVAPAI COUNTY
Quality Education | Economic Development | Cultural Enrichment

Dear Yavapai College Owners,

Thank you for taking time to review the Yavapai College District Governing Board's 2015 annual report. This is our second annual report, and we trust the information will give you confidence that we are being good stewards of your tax dollars.

Yavapai College is one of the few institutions that serves the entire county, and all of us on the District Governing Board take that obligation seriously. Our county reaches from Black Canyon City to Seligman and from Bagdad to Sedona. That fact, along with the needs of Yavapai County students, informs all that we do.

What we do can best be summarized in the three ends, or goals, that we've established for Yavapai College:
- Deliver quality higher education
- Support economic development
- Provide cultural opportunities

We work with Yavapai College President Dr. Penny Wills to make sure that the College is fulfilling those goals. As the College administration develops programs to implement these goals, we never lose sight of the need to deliver quality programs at reasonable and justifiable costs to the students and taxpayers of the county.

We stay on course by keeping in touch with our constituents—a process that we refer to as "ownership linkage." We are always looking for ways to improve engagement with you. This annual report is just one example. Our plans for 2015-2016 include holding focus forums in various parts of the county to talk directly with Yavapai County residents about how we can best meet your educational needs. We also work with a variety of councils and committees to gather feedback on what is working well and where we could improve.

To keep the conversation going, I invite you become familiar with our work via this report, to post a comment or question on our website at www.yc.edu, to attend one of our forums or monthly meetings, or to call/email, Karen Jones, the Board liaison, at Karen.jones@yc.edu or 928-776-2307.

We look forward to hearing from you and our other owners.

Dr. Patricia McCarver
Chair, Yavapai College District Governing Board

Quality Education | Economic Development | Cultural Enrichment

2015 District Governing Board Members

The Yavapai College District Governing Board members are community individuals elected from five districts within the County. Board members as of December 2015:

District 1:
Mr. Ray Sigafoos

Mr. Sigafoos has lived and worked in Prescott for 46 years, all of the time as a resident of District 1. He is a 1969 graduate of Northern Arizona University with a bachelor's degree in Accounting. He has been a licensed Certified Public Accountant since 1971. Mr. Sigafoos has a strong knowledge of educational funding and fiscal management and fully embraces open, public and shared governance. He served on the Board of Directors and as Treasurer of the Prescott Fine Arts Association from 1984 until 1987. He served on the Phippen Art Museum Board from 1991 to 2004, chairing the Board from 1999 to 2004. He served on the Board and as Treasurer of Primavera School from 1976 until 1980. From 1981 to 1984, Mr. Sigafoos was on the Board of the Yavapai Community Hospital Association, which at the time operated Yavapai Regional Medical Center, chairing the Board in 1983. Mr. Sigafoos served on the Board of Trustees of Embry-Riddle Aeronautical University from 1981 to 2009, serving as the Chair of the Finance Committee for 26 years.

District 2:
Ms. Deb McCasland

Ms. McCasland represents the voters in District 2. She graduated from Yavapai College and has a master's degree in community college education. She has been affiliated with Yavapai College for 44 years in various roles: as a student, a staff member and now a retiree. Ms. McCasland has many years of board leadership experience with Zonta, Republican Women of Prescott, AAUW, Friends of the Prescott Public Library, Meals on Wheels, Junior Women, and Prescott Area Art Trust. She currently serves as President of the Adult Center of Prescott Board and Chair of the Prescott Library Advisory Committee. Deb has spent many years assisting local organizations in successful fundraising campaigns. Ms. McCasland and her family are long-time Prescott residents. She has two grown children, and her husband is retired Director of the City of Prescott Parks and Recreation Department.

District 3:
Mr. Albert "Al" Filardo

Mr. Filardo graduated from high school in California and earned a bachelor's degree in Human Relations and Organizational Behavior from the University of San Francisco and a master's degree in human resource management from Webster University (Missouri, remotely at Luke Air Force Base). He is also a graduate of the Stanford University Executive Program. Mr. Filardo worked in engineering, manufacturing, sales, and marketing of telecommunications, computer manufacturing, and aerospace industries for 30 years, mostly with Motorola or its subsidiaries. Mr. Filardo completed his full-time working experience as an Associate Dean, Chief of Staff, and Professor of Practice at Arizona State University, IRA Fulton Schools of Engineering, retiring in 2011. He continues in that role on a limited basis. Albert is married to Jodie Filardo, the Community and Economic Development Director, for the Town of Clarkdale.

District 4:
Dr. Patricia McCarver

Dr. Patricia McCarver lives in Prescott and has been a Yavapai College District Governing Board member since 2005. Her professional experience includes being a faculty member in the Teacher's College at Western Governors University. She works with bachelor's degree students in elementary education programs, and she teaches Educational Psychology and Research Writing. She is a former Director of Administrative Services for the Yavapai County Community Health Services and is a former Yavapai College Director of Campus Life. Dr. McCarver's educational background includes a Ph.D. in transformative learning and change from the California Institute of Integral Studies. She has her master's degree in college student personnel administration from Emporia State University in Kansas and her bachelor's degree in psychology from St. Norbert College in Wisconsin. Yavapai College adopted policy governance as their model for guiding the College in 2004, and Dr. McCarver has been instrumental in supporting and promoting the process since becoming a Board member. Dr. McCarver is serving as the Board Chair in 2015.

District 5:
Mr. Steve Irwin

Mr. Irwin lives in Prescott Valley and represents the voters in Yavapai County District 5. He started his post-secondary education at the community college level, completed a master's degree in business administration, and has served in the Army. Mr. Irwin has worked in various government positions for 24 years, including the Arizona Health Care Cost Containment System Administration (AHCCCSA) Long-Term Care, the Juvenile Probation Department, and as a teacher at Yavapai College. Mr. Irwin and his wife are very active in Yavapai County and run a successful real estate business.

District Governing Board Ends

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

Education Ends

- Students achieve their educational goals at an affordable price.
- Job seekers have the qualifications, skills, and abilities to succeed.
- Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.
- Lifelong learners have access to a variety of learning opportunities.

Economic Ends

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

- Customized Industry Training
- Regional Industry & Economic Impact Analysis (pro bono and fee-based)
- Entrepreneurial Education & Resources
- Economic Development Committees & Boards

Community Ends

Yavapai County residents have access to social and cultural opportunities, including:

- Traditional cultural offerings
- Athletics
- K-12 Outreach
- Community Education
- Public Service

The College president is accountable to the Board for developing and implementing programs and actions that help achieve these ends.

Strategic Planning

The Strategic Planning Committee (SPC) is made up of faculty, administrators, staff, managers, and students. They spent eight months researching, listening, analyzing, and evaluating external and internal quantitative and qualitative information to develop the College's 2015-2020 strategic plan. This plan deals with initiatives that will aid YC in meeting its goals of student success, economic responsiveness, engaged communities, organizational development, and fiscal stewardship.

4

Cost Comparison:
Annual Tuition & Fees
30 Credits/FY2016

$16,500 — Grand Canyon University

$13,650 — University of Phoenix

$10,222 — Arizona 4-Year University Avg.

$2,250 — *Yavapai* COLLEGE

$11,207
Annual student savings for 30 YC credit hours vs. the average cost of 30 credit hours at ASU, NAU, UA, U of Phoenix and Grand Canyon U.

2015 BY THE NUMBERS

$147.6 million
The amount of income YC and its students added to the Yavapai County economy, approximately 3.1% of the Gross Regional Product.

90.5
Average job placement percentage/ rate of graduates/completers of Yavapai College tech ed programs (Electrical & Instrumentation, Aviation, Diesel, Industrial Machine & Mechanics, Radio- logic Technology, Welding, Computer Numerical Control) Sources include grad follow-up surveys, DES data, YC Career Coach reports, faculty input, and data provided by partner employers.

5-Star
Quality Rating of Yavapai College's Del E. Webb Family Enrichment Center (FEC), the only center in Northern Arizona to attain the highest rating from Quality First (QF), a voluntary statewide Quality Improvement and Rating System (QRIS).

$1.6 million
The value of a U.S. Economic Development Administration (EDA) grant awarded to Chino Valley with the help of data provided by Yavapai College's Regional Economic Development Center (REDC)

82
Percent of Yavapai County residents who agree with the statement, "YC makes Yavapai County a better place to learn, to work, and to live."

3.29
Cumulative GPA of YC students who transferred to ABOR universities (UA, ASU, NAU), ranking them in the 90th percentile of all community college transfer students nationwide.

1,510
Number of YC degrees and certificates awarded in the 2014-15 academic year.

24
Percent of YC full-time faculty members who have Ph.Ds vs. national community college average of 13 percent.

No. 1
Arizona ranking of Yavapai College for its overall affordable online offerings and the affordability of its online Paralegal Studies program.

Ensuring that students achieve their educational goals is one of the District Governing Board's three ends, which is the term the board uses for the overall goals of the College. The College provides credit and non-credit options for students to access courses and programs ranging from Adult Basic Education to career preparation, transfer to universities, and personal enrichment.

The College offers learning options to fit the lifestyles/circumstances of the residents of Yavapai County. Alternative learning options include: credit for prior learning, internships/service learning, non-credit courses, College for Kids, high school partnerships (dual enrollment), senior programs (Osher Lifelong Learning Institute, EDventures), and high school equivalency program (G.E.D. testing). Enrollment includes some 15,000 credit and non-credit students a year.

2015 education highlights include:

Yavapai College awarded 1,510 degrees and certificates during the 2014-15 academic year.

YC retention rates for the group of students (cohort) who started in fall 2014 continue to reflect the positive impact of YC's New Student Orientation (NSO) program and the First-Year Experience course (FYE 103). For the fall 2015 semester, YC offered 15 sections of FYE 103, including nine in Prescott, one in Prescott Valley, three in Verde Valley and two online. Students who receive guidance through the NSO and FYE course are much more likely to persist, and if they take advantage of both resources, their persistence almost doubles.

The Radiologic Technology Associate of Applied Science program received full accreditation for its program for the next eight years, the maximum allowed, by the Joint Review Committee on Education

in Radiologic Technology (JRCERT) in January 2015.

The Yavapai College new Lead program gave 29 recent high school graduates a unique, free opportunity to get a head start on college life and earn college credits over the summer. Lead, a summer bridge program designed to remove barriers to postsecondary education faced by disadvantaged students, enrolled 29

Graduation is among the educational highlights of the year for the entire academic community.

students over the summer. Twenty-seven students completed the program and 23 students enrolled at Yavapai College in the Fall 2015 semester. The Yavapai College Foundation provided funding to all 29 students to participate in the program at no cost.

The College developed new programs in Culinary and Hospitality and extensively redesigned the curriculum for the Film and Media Arts program, all of which are based on the Verde Valley Campus. A new Performing Arts degree has been developed with the hiring of several new faculty members with experience and expertise in this field. The Math department reworked some of the develop-

mental math curriculum to streamline the content and courses so that students can more directly progress into a variety of college-level course work.

Career and Technical Education

The rapid growth in career and technical education (CTE) degree and certificate awards signals success for Yavapai College CTE students. Over the past last five years, the number of CTE graduates has increased by nearly 11% per year. The number of CTE awards in 2014-2015 represents the second highest number of degrees and certificates earned in Yavapai College's history. Since 2010, enrollment in CTE programs has grown by 16% per year.

Yavapai College technical degree and certificate completers have licensure exams and/or industry certification pass rates that regularly are higher than state and/or national averages, indicating that their level of skill attainment and qualifications prepare them for the workplace (see Chart No. 1). In addition, based on the latest available data, YC has the highest skills pass rate (100%) in the state.

6

Transfer students

The five-year compound annual growth rate at Yavapai College for Associate Degrees is 2.4%. YC students transferring to public Arizona universities consistently perform above the national median for first-year grade point average (GPA) of 3.29. Comparing Yavapai College transfer students' first year GPA to the National Community College Benchmark cohort places YC transfer students in the 90th percentile.

The transfer rate of Yavapai College students (2008-09 credential-seeking cohort) to universities reported in 2014 was 24%, which is comparable to the national average of 25%. Of all 2010-11 full-time transfer students to in-state public universities, 67% were able to earn a bachelor's degree within four years. YC students were slightly better than the state average when looking at all transfers to public, private, in- and out-of-state institutions, 48% compared to 43% respectively.

Lifelong Learning

In 2014-15, there were 1,108 personal interest students registered in credit courses. Examining fall and spring credit enrollment, personal interest students make up 11% of YC's credit students.

The Division of Lifelong Learning at Yavapai College provides non-credit courses to a wide range of students, ranging from kindergarten to the retired community. Non-credit programs include Community Education, EDventures, College for Kids, and Osher Lifelong Learning Institute (OLLI). Community members participate in these non-credit courses for personal enrichment and interest.

This year the division added a new Camp Verde OLLI group with 181 members and partnered with the Town of Camp Verde to offer four learning groups and 14 workshops.

The Division of Lifelong Learning's enrollments for FY 2014-2015 had an 8% increase. District-wide Community Education enrollments reached 3,342, and OLLI enrollments were 2,208, with another 283 participants in ancillary public meetings. See Chart No. 2.
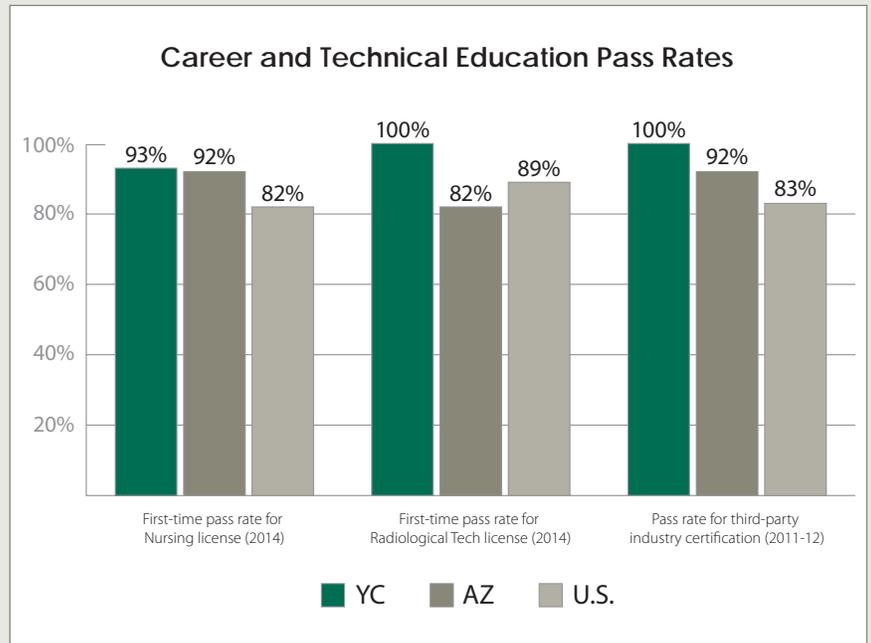
Chart No 1.

Chart No 2.

Quality Education
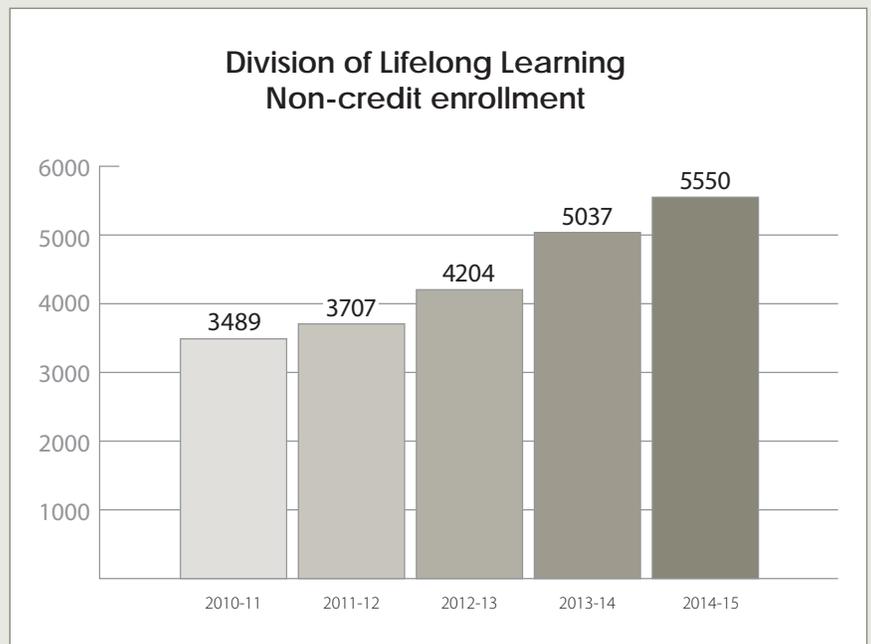
ECONOMIC DEVELOPMENT SUPPORT

Yavapai College supports and practices economic development across Yavapai County. Leading this effort is the Regional Economic Development Center (REDC) at Yavapai College, which facilitates economic development by providing regional economic and policy analysis, economic impact analysis, customized industry training, entrepreneurial educational services, internal academic program analysis, and assistance with Native American economic development.

The REDC continued to provide customized training and design of local credentials for the private sector through this past year. In addition to working across industry sectors to analyze workforce needs and design local credentials in manufacturing, agriculture, retail, and healthcare, the REDC is currently working with clients to design customized internal training for new and incumbent employees.

Members of Yavapai College's Regional Economic Development Center (REDC) work with a wide range of community organizations to advance economic development throughout Yavapai County.

REDC FY15	
REDC	257 people trained
Companies	Sturm-Ruger Cobham Aerospace Page Spring Cellars Northern Arizona Manufacturing Association
Certificates Developed	8 hour Manufacturing Work Readiness 24 hour Lean Six Sigma 40 hour Entry Level Manufacturing/ Pre-apprenticeship Program 4 hour Beginning Excel 4 hour Advanced Excel 2 hour Power Point 4 hour Beginning Word 4 hour Advanced Word

More broadly (as noted on page 5 of this report), Economic Modeling Specialists, Inc. estimates that $33 million flows into the Yavapai County economy annually due to Yavapai College operations.

This dollar amount is in addition to the College's successful academic partnerships with local businesses that contribute to the region's economy. For example, Yavapai College's Career and Technical Education Center (CTEC) offers several programs (diesel, industrial plant, and electrical technology) based on the partnership with Freeport-McMoRan, which offers full scholarships and paid internships to students who qualify.

Economic Development

8

Rural Center for Entrepreneurship

During the past year, Yavapai College created the Rural Center for Entrepreneurship, whose mission is "to foster an entrepreneurial ecosystem by providing technical expertise through a structured, focused support system for invention and commercialization of companies that support high-quality jobs."

After two years of research to determine demand for services and create a strategic plan for funding, Yavapai College opened the first incubator in Yavapai County. The Rural Center for Entrepreneurship, operated by the College's Regional Economic Development Center

Graduates of REDC's Caregiver Training program on the Verde Valley Campus are all smiles after completing the program.

(REDC), is providing technical entrepreneurial services to residents and students in Yavapai County in partnership with the Yavapai College Small Business Development Center. Priority educational resources are offered in intellectual property rights, commercialization of products, and contracting.

The incubator is located at CTEC where fabrication laboratories (FabLabs) give students the opportunity and time to fabricate and invent. The goal is to build fabrication time into second-year programming for industrial arts. By combining incubator counseling services at the same location where the concept of

FabLabs have been integrated into curriculum design, the College is providing a venue for invention and the next step to commercialization of products.

Regional Industry and Economic Analysis

This last year the REDC produced a number of valuable economic reports and analyses for clients throughout Yavapai County, most notably the Verde Valley Workforce Demand Analysis and the Quad City Area Labor Market Report. The Center also produced two comprehensive pieces on the healthcare and manufacturing sectors to identify current and future workforce needs. The Center continues to work with local municipalities to deliver economic and labor market information that assist with strategic economic development planning.

Youth Outreach

Verde Valley Youth Town Hall – Water Resources in Arizona: The REDC hosted its third semiannual Youth Town Hall in the Verde Valley, in partnership with Arizona Town Hall and the City of Cottonwood Economic Development Department. The town hall on water resources welcomed 50 local high school economics students featuring guest speaker Dr. Marti Blad, Utility Director for Yavapai-Apache Nation, who demonstrated the effects of wastewater treatment on toxins and

trash. The exercise helped students learn the process of democratic deliberation and consensus building through asking questions and garnering knowledge in a subject area.

Corporate Training and Workforce Development

Caregiving Graduation in Verde: In effort to deliver in-demand job training services, the REDC developed a state-accredited Caregiver Training program that ran its first cohort in the Verde Valley. Home-based healthcare occupations have grown by 26% in the Verde Valley in the past five years, reflecting a growing demand for skills in this field. The three-week program prepares students to take the Arizona state exam. Graduates included Verde Valley residents and members of Yavapai-Apache Nation.

REDC Income FY15

The REDC continues to work diligently to earn income that subsidizes the productivity of the REDC. This year, income for corporate training reached its highest annual level in 7 years. Corporate training services provide industry with vital, customized training on-site that increases output and reduces waste.

REDC Income FY15	
Customized Training	$49,509 (257 individuals trained)
Analysis	$4,700
Sub-total	$54,209
In-kind	$10,000
Total	$64,209

CULTURAL ENRICHMENT

The quality of life in the communities served by Yavapai College is enriched by the access that the institution provides to cultural events. To that end, the College's calendar is loaded with cultural opportunities in the areas of the performing arts, athletics, music and art.

During the first 10 months of 2015, the Performing Arts Center at Yavapai College's Prescott campus recorded total ticket sales of 28,195 for presentations including live concerts, dance productions, musicals and comedy performances. Revenue generated during this period increased more than $150,000 over the same span in 2014. Additionally, YC-sponsored shows in 2015 ("YCPAC Presents" and "Professional Artists Series") sold more than 1,800 tickets and generated some $114,000 more in revenue than those in 2014.

The Performing Arts Center presented high-definition simulcast productions from New York City's Metropolitan Opera, London's National Theatre and Moscow's Bolshoi Ballet. The venue also hosted performances by the College's own music department, the Phoenix Symphony, the Prescott POPS, the Arizona Cowboy Poets Gathering, the High Mountain Chordsmen, Summer's DanceWorks, The Dance Studio, and the Prescott Film Festival.

Yavapai College continued to bring productions to the Verde Valley campus in Clarkdale. This year, Reveille 3 and the Ahn Trio performed to well-attended audiences, and screenings of dramatic productions from National Theatre Live and recitals by the Bolshoi Ballet were held in the Verde Valley campus community room.

The Performing Arts Center continued its popular Children's Matinee series with performances based on popular books like "Flat Stanley" and "The Secret Garden." Ticket sales volume exceeded 1,300.

The Yavapai College Music Department produced two musicals this year, "Willy Wonka" and "The Secret Garden." These two productions generated sales of 3,310 tickets across 10 performances. The music department presented nine more performances during the year and sold a total of 1,689 tickets.

The Performing Arts Center partnered with Peoria's Arizona Broadway Theatre this year to bring the stage musical version of Disney's "The Little Mermaid" to Yavapai County community members. A special "under the sea" luncheon preceded the matinee and evening showings, with a total of 1,266 tickets sold for the two performances.

The Prescott and Verde Valley campus art galleries played host to 14 exhibitions, including works by students and faculty. The galleries entertained a combined total of 6,500 art patrons.

Students enrolled in the College Honors Program (CHP) at Yavapai College are required to complete a minimum number of hours per semester in service to the College and to the community. To that end, the CHP staged a production of the Greek tragedy "Antigone" by Sophocles. Twenty-three students spent two months gaining valuable preproduction experience in costume creation, set design, and marketing.

Yavapai College saw the formation of its first Girls Youth Choir orchestrated by community members. Designed for girls ages 12-18, the choir provides a comprehensive choral education. Enrollment currently stands at 40.

A large group of Yavapai College EDventures "students" soaked in the cultural experience of a 13-day trip to Scotland during the past year.

10

The Literary Southwest Series at Yavapai College features readings and workshops by the Southwest's most prominent authors from diverse backgrounds who work in multiple genres. Writers who conducted readings in 2015 include novelist C.J. Box, journalist and author Susan Orlean, novelist Lisa See, and poets Brian Turner and Ilyse Kusnetz.

Through the Lifelong Learning division at Yavapai College, EDventures facilitates local, regional, and international trips that are led by experienced and knowledgeable guides who interpret the natural and cultural history of the destination. Trips in 2015 included

"... the College's calendar is loaded with cultural opportunities in the areas of the performing arts, athletics, music and art.

Canyon de Chelly, Montezuma's Castle and Well, rafting on the Colorado River, Lowell Observatory, and a 13-day trip to Scotland. Some 550 community members embarked on trips with EDventures.

The Del E. Webb Family Enrichment Center (FEC) provides high quality child care and early learning experiences to over 75 children a year, five years of age and under, and is open to community families. It also serves as a lab school providing over 500 observation and 1,800 mentoring hours to early education students each year. The FEC is nationally accredited, has a five-star rating through Quality First, and provides scholarships to

The Yavapai College Music Department produced "The Secret Garden: The Musical" this year, which was performed in October.

low-income families. The FEC also offers parenting workshops that are open to the community.

Yavapai College athletics provided 31 home games of baseball, 13 home games of volleyball, 24 home games of softball, and 13 home games of soccer. Total estimated attendance for these home games was 2,500. Yavapai College baseball won the NJCAA Region I Championship and the NJCAA Western District Championship, led NJCAA in home runs, and ended the season ranked sixth in nation. Roughrider soccer won its 25th ACCAC title to advance to the Region I playoffs. YC volleyball won the Region 1 / District C Championship and advanced to the NJCAA DI National Championship.
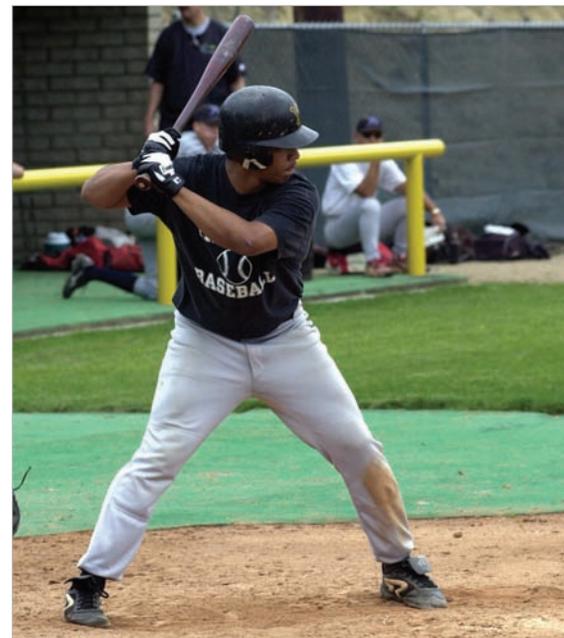
The Yavapai College baseball team won the Western District Championship and participated in the 2015 NJCAA World Series.

Cultural Enrichment

WHAT IS POLICY GOVERNANCE?

Yavapai College District Governing Board adopted the Policy Governance® model in July 2004. Board members conduct Board business using an adapted version of the "Carver governance" model.

Policy Governance principles form a complete governance system which enables boards to provide strategic leadership in creating the future for their organizations. Policy Governance is designed to ensure accountability of the Board to the owners or taxpayers and of the College President to the Board.

The multiple benefits of Policy Governance help the Board:

- connect its authority and accountability to those who morally if not legally own the organization, and see its task as servant-leader to and for the owners (shareholders/taxpayers);

- provide strategic leadership to the organization—the Board's key responsibility—by clearly defining the ownership's values into expected results, recipients, and worth; and identifying the organization's real purpose;

- delegate to management through the President, who then is the sole connector between governance and management and has full accountability to the Board for all operational decisions;

- define in writing the behaviors, values, practices, disciplines, and conduct of the President to systematically assess and assure accountability of delegated authorities;

- exercise its responsibilities without specific subject matter expertise of staff and without duplicating staff skills at the Board level; Policy Governance empowers staff and unleashes the creativity of management while holding management rigorously accountable for delegated areas;

- make authoritative decisions as a total group rather than a summation of individual authorities;

Yavapai College Policy Categories set parameters for acceptable organizational performance and for itself by establishing broad policies in four logical categories that make intuitive sense.

Ends - the benefits the organization is to produce, for which people, at what cost or worth. Ends are developed based on the Board's knowledge of and interaction with the owners: those to whom the Board is morally accountable.

Executive Limitations - the boundaries of prudence and ethics within which the Board allows the College President to make further decisions about means, the way things are done.

Governance Process - the manner in which the Board itself operates, including its philosophy, accountability, discipline, and its own job.

Board-President Linkage - the manner in which the Board delegates authority to staff through the College President and holds the College President accountable.

With these policies in place, the Board can delegate the achievement of the Ends to the College President, be assured that they are, in fact, being achieved, and that the manner in which this occurs does not exceed the Board's boundaries of prudence and ethics. This assurance is based not on trust, but on a carefully structured monitoring process.

Policy Governance is the registered service mark of John Carver. The authoritative website for the Policy Governance model can be found at www.carvergovernance.com

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OWNERSHIP LINKAGE:
Connecting with Constituents

The Yavapai College District Governing Board is responsible for governing on behalf of and is accountable to the College's owners (i.e., county property-tax payers and residents). "Ownership linkage" is the Board's term for its responsibility to maintain open communications with the College's owners.

The Board achieves ownership linkage in a variety of ways, including holding monthly public meetings in locations throughout the county. During "open call" sessions at these meetings, members of the public can address Board members directly. During the 2015 fiscal year, the number of community members who addressed the Board continued at a steady level. All meetings are videotaped and shown on local cable access channels.

> 'Ownership linkage' is the Board's term for its responsibility to maintain open communications with the College's owners.

The Board undertook a major ownership linkage effort at the start of the 2015 fiscal year by conducting a countywide survey to gauge the level of support for the Board's ends. The results show that a large majority of county residents (82%) support the Board's ends and agrees with the statement, "YC makes Yavapai County a better place to learn, to work, and to live." The Board intends to repeat the survey in 2017 and 2020 to track trends in constituents' support of Board ends, or goals.

Board members continued to participate in community meetings and public events during the year. The Verde Valley Board Advisory Committee that the Board created to improve communication with that area of the county provided regular feedback on a variety of College issues. The Board continued to enhance its web page (https://www.yc.edu/dgb) and produced its first annual report. These are in addition to Board members' participation in such College activities as graduation ceremonies, public meetings and campus celebrations.

Slated for the fiscal year that began July 1, 2015, are a series of focus groups with county residents, and the production of this annual report.

2015 District Governing Board members are (front from left) Deb McCasland and Dr. Pat McCarver; (back from left) Ray Sigafoos, Steve Irwin, and Al Filardo.

Four Board members were sworn in to new terms in January 2015.

Community and Technical Education Dean, John Morgan (right), gives a tour of YC's renovated Career and Technical Education Center to Board members Dr. Pat McCarver and Ray Sigafoos following a Board meeting held at the facility.

13

YAVAPAI COLLEGE FY 2015
Budget Overview

The $83.4 million budget is the financial means by which the College pursues the three ends, or goals, set by the Yavapai College District Governing Board: 1) help students achieve their educational goals, 2) assist communities in generating and sustaining economic base jobs, and 3) provide access to social and cultural life.

" ... Our price per credit hour is lower than the national average to reflect the lower median income of the population ...

YC's property tax rate is near the median for community colleges in Arizona, and Arizona property taxes are the 5th lowest in the country, according to taxfoundation.org. Yavapai College's costs (expenses) per student are at or below the average for community colleges across the nation, while our price per credit hour is lower than the national average to reflect the lower median income of the population that Yavapai College serves. Per benchmark studies, employee compensation is competitive with relevant markets and our facilities are well maintained.

Complete, detailed budget data is available on the College's web site at www.yc.edu/budget.

Yavapai College
2015 EXPENDITURES • ALL FUNDS

Debt 8%
General 48%
Plant 21%
Restricted 18%
Auxiliary 5%
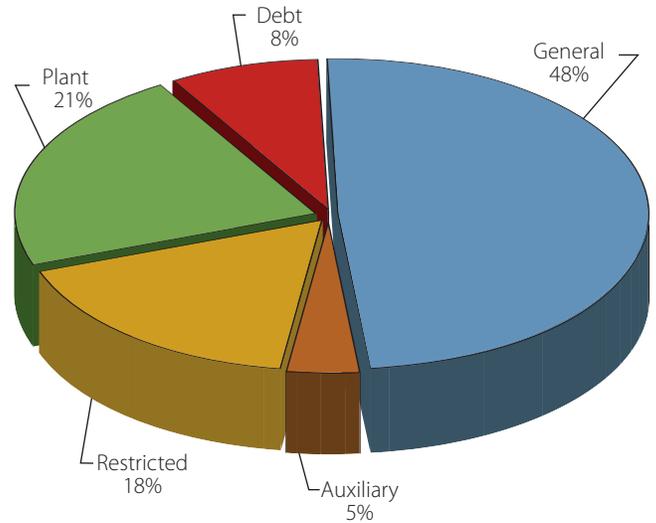
FUND CATEGORIES

General Fund - Primary operating funds used to carry out the District's core objectives (i.e., instruction, student services, institutional support, etc.).

Auxiliary Fund – District revenue-producing activities that provide goods or services to students, faculty, staff and, incidentally, to the public.

Restricted Fund - Funds expendable for operating purposes but restricted by grantors, donors or other outside agencies as to the specific purpose for which they may be expended.

Plant Fund – Monies associated with purchasing, maintaining and recording the District's property, plant and equipment.

Debt Fund - Used to account for the revenues and expenses related to the payment of District debt (i.e., bond issues).

Budget Process Timeline for the District Governing Board

JAN — Overview budget presentation for next fiscal year.

FEB — Presentation of proposed capital budget for next fiscal year.

MAR — Presentation of proposed revenue for next fiscal year.

APR — Presentation of proposed preliminary budget (including operating budget) for next fiscal year.

MAY — Board receives final budget for review and approval (Truth in Taxation hearing, if necessary).

14
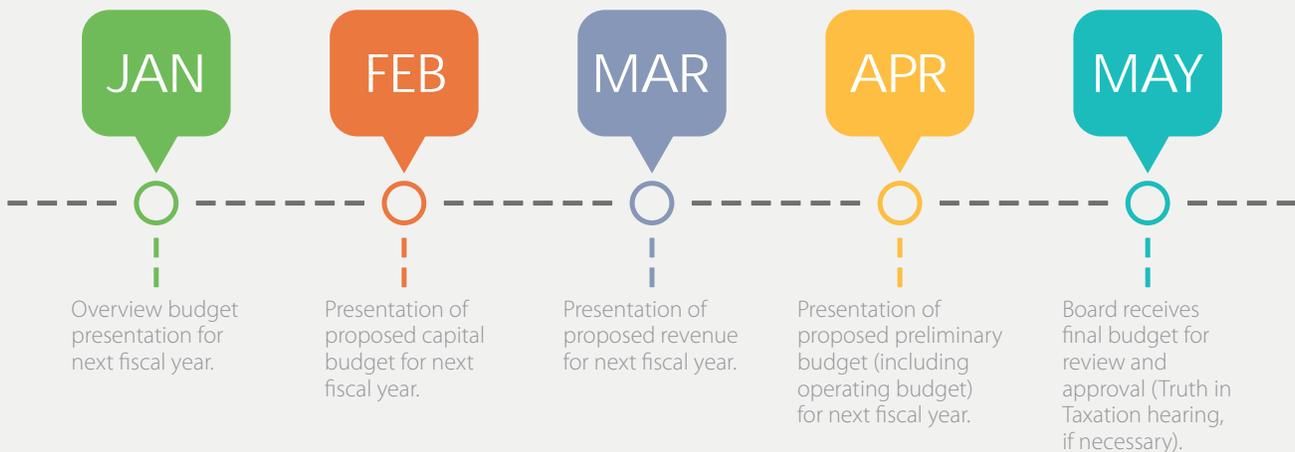
YAVAPAI COLLEGE FOUNDATION
A Mission to Serve

Since inception, the Yavapai College Foundation has been built to benefit, support, and enhance the mission of Yavapai College. Established in 1969, the Foundation has been authorized to serve as the official fundraising entity. In this role, the Foundation programs and services are strategically aligned with College needs and priorities. Relationships with key constituents continue to grow stronger, and new fundraising opportunities are being pursued with a keen eye on ensuring the appropriate balance of cost-of-fundraising, endowment growth, and mission impact.

$1,305,768 in Direct Support of Yavapai College

Each year, the Foundation pursues philanthropic and grant funds to support and accelerate a number of priorities identified by Yavapai College, such as scholarship awards, capital projects, and special projects. In FY15, the Yavapai College Foundation provided over $1.3 million in direct support of the College, and since 2012, YCF has supplied $3.86 million to a multitude of College priorities.

Direct Support of Yavapai College
Scholarship assistance to students, funding of capital projects and program enhancements

Year	Amount
2012	$701,772
2013	$789,424
2014	$1,060,946
2015	$1,305,768
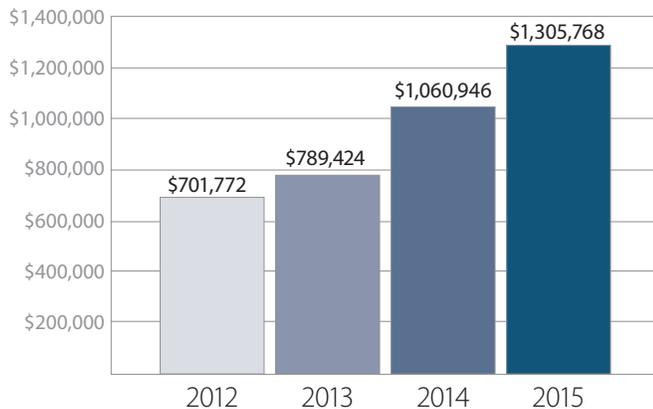
Almost 1,000 individuals, couples, and families in our communities make gifts to YCF each year. Some gifts are as small as $5, while others are much larger. For example, YCF Board President Perry Massie and his wife, Sandy, donated $210,000 last year to fund two endowed student scholarships, one of which is designed to continue support for "littles" who are aging out of their relationships with Big Brothers Big Sisters.

Responding to the Need

When unplanned opportunities arise the Yavapai College Foundation is able to be nimble and marshal the resources needed to meet the need.

One such example occurred this year when Yavapai College sought to pilot a new program that would give 29 recent high school grads a unique, free opportunity to get a head start on college life and earn college credits over the summer. Providing more than $66,000 in direct support, YCF responded promptly with the financial support needed to launch Lead, a summer bridge program designed to remove barriers to postsecondary education faced by disadvantaged students. Lead successfully enrolled 29 students over the summer. Twenty-seven students completed the program, and 23 students enrolled at Yavapai College for the fall 2015 semester.

Thanks to funding from the Yavapai College Foundation, a number of recent high school grads had the opportunity to get a head start on college through YC's new Lead Program.

YCF Board President Perry Massie, with his wife, Sandy, and daughter, Georgia, donated $210,000 to fund two endowed student scholarships this year.

15

Presenter : Patricia McCarver	**Start Time :** 3:43 PM	**Item No : 28**
Proposed By : Patricia McCarver	**Time Req :** 10	
Proposed : 1/26/2016	**Item Type :** Discussion	

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' 2016 Annual Conflict of Interest Forms - INFORMATION AND DISCUSSION

Details : Board members will share information on their 2016 Annual Conflict of Interest forms that were distributed at the February 9, 2016 District Governing Board meeting. These forms shall be kept in a file maintained by the College and shall be open to public record.

Attachments :

No Attachments

Presenter : Patricia McCarver	**Start Time :** 3:53 PM	**Item No : 29**
Proposed By : Patricia McCarver	**Time Req :** 10	
Proposed : 10/23/2015	**Item Type :** Procedure Item	

Policy No.	Description	Ref No
3.1.4	Shall monitor and regularly discuss the Board's 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 Board's 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.	560668

Description : Board Meeting Evaluation (Quarterly) - INFORMATION AND/OR DISCUSSION

Details : The Board assesses how meetings are conducted on a quarterly basis. Steve Irwin acted as the Board Evaluator and completed the review for December 2015 through February 2016. The Board Evaluator will evaluate the Board's commitment and consistency to act with Policy Governance:

1. The Board provided strategic leadership by focusing on Ends.
2. The Board obtained and/or considered ownership input.
3. The Board encouraged diversity of viewpoints
4. The Board was proactive and future-focused.
5. The Board limited their decisions to items that related to the Board's governance job.
6. Decisions were made collectively.

The Board Evaluator will determine if any of the following areas need improvement:

1. Internal preoccupation, focus on administrative means.
2. Decisions without ownership input, or self-selected input only.
3. Board "led" by a few vocal members.
4. Board involved in making decisions in areas delegated to CEO.
5. Board "rubber-stamping" decisions of individuals or committees.
6. More focus on present and/or past than on future.
7. Reacting to CEO recommendations rather than making governance decisions.

Attachments :

Title	Created	Filename
Completed Qtrly Eval Worksheet.pdf	Feb 24, 2016	Completed Qtrly Eval Worksheet.pdf

Yavapai College District Governing Board

Meeting Self-Evaluation (Quarterly)
Months of: December 2015 to February 2016
Date Completed: March 2016

During this evaluation, have we acted consistently with Policy Governance to which we have committed ourselves?

1- Never 2- Rarely 3 - Some of the time 4- Most of the time 5 -Always	Brief comment of specific examples to support your response
The Board provided strategic leadership by focusing on ENDS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5	ENDS are reviewed at each DGB meeting and openly discussed.
The Board communicated expectations through Executive Limitations and monitored the President's performance accordingly. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5	Executive Limitations and monitoring reports are reviewed at each meeting and discussed openly.
The Board obtained and/or considered ownership input ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5	Ownership input is received from various venues and added to the agenda by each member.
The Board encouraged diversity of viewpoints ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5	Each DGB member is often called upon to input or comment.
Decisions were made collectively ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5	All voting decisions are voted on in public meeting.
The Board was proactive and future-focused ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5	DGB master plan is updated routinely.

During this evaluation, did we fall into any of the following behaviors that need to be improved?

Yes	No		BEHAVIORS NEEDING IMPROVEMENT
☐	☒	1	Board focused on administrative/internal operations
☐	☒	2	Board involved in making decisions in areas already delegated to CEO
☐	☒	3	Decisions without whole ownership input, or led by a few vocal owners
☐	☒	4	Decisions without whole Board input, or led by a few vocal members
☐	☒	5	Board automatically approving decisions of individuals or committees without due consideration
☐	☒	6	Board focused on present and/or past
☐	☒	7	Board making reactive decisions rather than pro-active decisions

If answered "Yes" for any number above, give a brief example.

_____
_____
_____
_____
_____

What is the most important thing the board could do to improve our function as a board?

We can improve ownership input by not allowing Advisory Committees or Groups to narrowly focus on their limited areas, i.e. Student Leadership, Faculty Senate, VVBAC should be required to consider the whole District.

Presenter : Patricia McCarver   **Start Time :** 4:03 PM   **Item No : 30**

Proposed By : Patricia McCarver   **Time Req :** 5

Proposed : 10/23/2015   **Item Type :** Information Item

Policy No.	Description	Ref No

3.5.5	All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committees. Board liaisons should provide advice and input to their assigned committees, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committees. The positions are:
	
	  1) Foundation Liaison
	  2) AADGB Representative
	  3) Board Spokesperson
		560681

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

Details : Association of Community College Trustees (ACCT) - Mr. Ray Sigafoos

Arizona Association for District Governing Boards (AADGB) - Mr. Ray Sigafoos

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

Yavapai College Foundation - Dr. Patricia McCarver

Board Spokesperson - Dr. Patricia McCarver

Attachments :
No Attachments

Presenter : Patricia McCarver	Start Time : 4:08 PM	Item No : 31
Proposed By : Patricia McCarver	Time Req : 0	
Proposed : 10/23/2015	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.	558881

Description : OTHER INFORMATION - HEADING

Details :

Attachments :
No Attachments

Presenter : Patricia McCarver	Start Time : 4:08 PM	Item No : 32
Proposed By : Patricia McCarver	Time Req : 5	
Proposed : 10/23/2015	Item Type : Information Item	

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

Description : Correspondence to the Board - RECEIPT

Details :

Attachments :
No Attachments

Presenter : Patricia McCarver	**Start Time :** 4:13 PM	**Item No : 33**
Proposed By : Patricia McCarver	**Time Req :** 5	
Proposed : 10/23/2015	**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.	558881

Description : Proposed Dates and Places of Future Meetings for 2016 - RECEIPT, DISCUSSION, AND/OR DECISION

Details : The Board will discuss and confirm proposed meetings, dates, times, and locations for 2016 District Governing Board meetings.

Association of Community Colleges Trustees (ACCT) Leadership Congress is being held in New Orleans, LA October 5-8, 2016.

Attachments :

Title	Created	Filename
ACCT Call for Presentations.pdf	Feb 04, 2016	ACCT Call for Presentations.pdf
FY15-16- Proposed Dates and Places of Future Meetings.pdf	Feb 19, 2016	FY15-16- Proposed Dates and Places of Future Meetings.pdf
FY16-17- Proposed Dates and Places of Future Meetings.pdf	Feb 19, 2016	FY16-17- Proposed Dates and Places of Future Meetings.pdf

FOLLOW-UP CHECKLIST

SUBMIT TO YOUR PRESIDENT OR PROFESSIONAL BOARD STAFF

☐ PLEASE REGISTER ME FOR THE 2016 ACCT LEADERSHIP CONGRESS

☐ PLEASE ADD THIS TO THE AGENDA FOR THE NEXT BOARD MEETING

☐ OTHER

_____

_____

PLEASE REGISTER ME FOR ONE OF THE FOLLOWING PRE-CONGRESS ACADEMIES:

☐ THE CHAIR'S ACADEMY: THE LEADERSHIP TEAM OF THE BOARD

☐ EFFECTIVE BOARD GOVERNANCE: POLICY GOVERNANCE ™ TO TRADITIONAL MODELS

☐ THE BOARD'S GUIDE TO PRESIDENTIAL CONTRACTS

☐ POLICY GUIDELINES FOR FISCAL HEALTH AND MANAGEMENT

☐ LEGAL ACADEMY: ROLE OF THE COMMUNITY COLLEGE LEGAL REPRESENTATIVE

TO REGISTER FOR CONGRESS AND PRE-CONGRESS ACADEMIES:

Go to www.acct.org/acct-congress-registration

REGISTRATION IS NOW OPEN!

REGISTER AND SUBMIT YOUR PRESENTATION PROPOSAL ONLINE TODAY:

www.acct.org

CALL FOR PRESENTATIONS
Look inside to find out how to submit presentation proposals.

SUBMISSION DEADLINE: MAY 2, 2016
To submit proposals and to register, visit: www.acct.org.

CALL FOR PRESENTATIONS

CALL TO ACTION:
Leading With Intent

ACCT

LEADERSHIP CONGRESS '16
NEW ORLEANS
OCTOBER 5-8, 2016
Hilton New Orleans Riverside

REGISTER AND SUBMIT YOUR PRESENTATION PROPOSAL AT:

www.acct.org

CALL FOR PRESENTATIONS

LEADERSHIP CONGRESS '16!

CALL TO ACTION:
Leading With Intent

This is a Call to Action to all trustees and members of governing boards to set the bar of educational achievement and completion even higher! To join forces as champions of student success! To achieve unprecedented and lasting results! ACCT, the association representing the voice of community college leaders, is calling for presentation proposals for the 2016 ACCT Leadership Congress that exemplify intentional, active leadership with a focus on demonstrated outcomes.

Community colleges are being challenged to improve the nation's economic prosperity by addressing workforce needs, delivering on the national goal to have the highest proportion of college graduates in the world, and addressing educational disparities by supporting equity, inclusion, and expanding the "open door of opportunity" for all Americans. The ability to move these laudable intentions into action will require an even higher level of trustee leadership. Leading with intent must be the hallmark for today's community college governing boards.

The complex challenges facing community colleges demand trustee leaders who will serve as forceful champions on behalf of students. The new paradigm requires collaboration, partnership, and purposefulness.

The focus of the 2016 ACCT Leadership Congress is to confirm that we are up to the task of adding value where it matters the most, building capacity, and achieving the greatest possible return on investment while we continue to champion fairness, mobility, and equity by building on strengths and overcoming weaknesses. Join more than 2,000 trustees, presidents, chancellors, government officials, foundation representatives, and experts as we exchange critical information and ideas on successful new models, innovations, programs, and actively network with community college leaders from across the country.

TRUSTEES:

Are driven by a purpose to serve their communities.

Have the power to inspire communities throughout the country.

Champion the need to serve the greater good of society.

TRACKS

1. **New reality of commuter campuses:** Security and preparing for disasters

2. **Expanding the mission:** The baccalaureate degree, partnerships with K-12, corporate colleges, reverse transfer, and other innovative models

3. **Entrepreneurial and strategic alliances with business and industry:** Meeting the evolving new workforce needs of urban, rural, and all communities, emerging industries, and new realities

4. **New pathways to student success:** Learning analytics, data-informed solutions to foster equity, access, competency-based education and student success and completion

5. **The new financial model:** New strategies for leveraging resources and funding

6. **Combating poverty and promoting citizenship:** Innovative alliances to serve at-risk students and underserved populations

7. **Strengthening governance:** Effective practices from policy to fiduciary responsibilities

Submit a proposal for a concurrent session, roundtable discussion or demonstration.

TO SUBMIT YOUR PROPOSAL:
Go to: www.acct.org/2016-call-presentations

QUESTIONS?
Please contact:

Narcisa Polonio, Ed.D.
Executive Vice President for Education, Research, and Board Services
Email: Narcisa_Polonio@acct.org
Phone: 202.276.1983

Christina Sage Simons
Education Events Specialist
Email: csimons@acct.org
Phone: 202.775.4462

Toll Free: 1.866.895.ACCT (2228)
Phone: 202.775.4667
E-Mail: congress@acct.org

GUIDELINES FOR SUBMISSIONS

REQUIREMENTS:

• Demonstrate relevance of the session topic to the 2016 Congress theme:
  CALL TO ACTION: Leading With Intent.
• Include trustees among presenters.
• All presenters must be registered for the Congress.
• Include handouts.
• Sessions must be approximately 60 minutes in length.
• Proposal must include a letter of support from your college.

Note: **Greater consideration will be given to proposals submitted in partnership with other colleges and/or organizations.**
All submissions must be received by Monday, MAY 2, 2016.

ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES

Core Belief
The Association of Community College Trustees (ACCT) Board of Directors, elected by member boards to represent the nation's community college governing boards, believes that citizen governance is an appropriate and democratic means by which to achieve the educational and economic goals of the nation.

We Value:
We exist to promote and advance through ACCT program and services:

BOARDSMANSHIP — Value accountability, integrity, and transparency.

INNOVATION — Embrace experimentation and risk-taking and evolution of the community college model.

ADVOCACY — Advance equitable and open access to higher education by representing the interests of community colleges at the national level.

DIVERSITY — Sustain values of inclusion, respect and support for and commitment to diversity.

STUDENT SUCCESS — Promote innovative policies and services that foster completion, workforce training, and transfer.

SERVICE — Elevate and honor the importance of public service through role modeling, mentorship and recognition.

Mission of ACCT
To foster the principles and practices of exemplary governance while promoting high quality and affordable higher education, cutting-edge workforce development and training, student success and the opportunity for individuals to achieve economic self-sufficiency and security.

Our Vision
Through the Association of Community College Trustees, community college governing boards are THE LEADING ADVOCATES of the nation's community college system.

PROPOSED DATES AND PLACES OF FUTURE MEETINGS – FY 2015-2016

TYPE OF MEETING	DATE/DAY/TIME/LOCATION
JULY 2015 – NO BOARD MEETING	
Regular Board Meeting	August 10, 2015, Monday, 1:00 p.m. Location: Prescott Campus – Rock House
Board Retreat	August 31, 2015, Monday – 9:00 a.m. Location: Prescott Campus-Rock House
Regular Board Meeting	September 1, 2015, Tuesday, 1:00 p.m. Location: Verde Valley Campus - Bldg. M, Rm 137
Regular Board Meeting	October 6, 2015, Tuesday, 1:00 p.m. Location: CTEC – Room 181
Regular Board Meeting	November 9, 2015, Monday, 1:00 p.m. Location: Chino Valley Agribusiness Center-Rm 120/
Regular Board Meeting	December 8, 2015, Tuesday, 1:00 p.m. Location: Prescott Campus – Bldg. 3 Multi-Purpose Room
Regular Board Meeting	January 12, 2016, Tuesday, 1:00 p.m. Location: Prescott Valley Center, Rooms 110-111
Board Budget Workshop	February 9, 2016, Tuesday, 9:30 a.m. Location: Prescott Campus – Rock House
Regular Board Meeting	February 9, 2016, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Regular Board Meeting*	**March 1, 2016, Tuesday, 1:00 p.m. Location: Verde Valley Campus, Room M-137**
Regular Board Meeting	**April 19, 2016, Tuesday, 1:00 p.m. Location: Sedona Center, Room 34**
Regular Board Meeting	**May 10, 2016, Tuesday, 1:00 p.m. Location: Prescott Campus – Bldg. 3 -119**
Regular Board Meeting	**June 14, 2016, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House**
JULY 2016 – NO BOARD MEETING	

September 1, 2015 and October 6, 2015 (First Tuesday of the Month) changed due to scheduling conflicts
*March 1, 2016 (First Tuesday of the Month) changed due to Spring Break scheduled for March 7–11, 2016

DATES AND PLACES OF EVENTS – FY 2015-2016

TYPE OF EVENT	DATE/DAY/TIME/LOCATION
CTEC Tour	October 6, 2015, Tuesday, 4:30 p.m. Location: CTEC
CTEC Open House	October 10, 2015, Saturday, 10:00 a.m. Location: CTEC
Association of Community College Trustees (ACCT) Leadership Congress	October 13 – October 17, 2015 Location: San Diego, CA
Sculpture Garden Dedication	November 4, 2015, Wednesday, 2:00 p.m. Location: Prescott Campus
Northern Arizona Regional Training Academy (NARTA) Commencement	December 3, 2015, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
Nursing Pinning Ceremony	December 11, 2015, Friday – 3:00 p.m. Location: Prescott Campus – Performing Arts Center
Ownership Linkage Focus Forum	February 10, 2016, Wednesday, 2:00 p.m. Location: Prescott Valley
Ownership Linkage Focus Forum (tentative)	**March 3, 2016, Thursday, 2:00 p.m. Location: Dewey-Humboldt Meeting Facilities**
Ownership Linkage Focus Forum (tentative)	**March 16, 2016, Wednesday, 2:00 p.m. Location: Verde Valley Campus, Room I-125**
Ownership Linkage Focus Forum (tentative)	**April 7, 2016, Thursday, 2:00 p.m. Location: Chino Valley Center, Room 57-132**
Ownership Linkage Focus Forum (tentative)	**April 20, 2016, Wednesday, 2:00 p.m. Location: Prescott Campus, Room 32-119**
Verde Valley Commencement	**May 6, 2016, Friday, 6:00 p.m. Location: Verde Valley Campus**

DATES AND PLACES OF EVENTS – FY 2015-2016 9(CONTINUED)	
TYPE OF EVENT	**DATE/DAY/TIME/LOCATION**
Nursing Pinning Ceremony	**May 7, 2016, Saturday, 1:00 p.m.** **Location: Prescott Campus – Performing Arts Center**
Prescott Commencement	**May 7, 2016, Saturday, 6:00 p.m.** **Location: Prescott Campus – Performing Arts Center**
Northern Arizona Regional Training Academy (NARTA) Commencement	**May 26, 2016, Thursday, 11:00 a.m.** **Location: Prescott Campus – Performing Arts Center**
International Policy Governance Association (IPGA) Annual Conference	**June 16 – 18, 2016** **Location: Toronto, Canada**

PROPOSED DATES AND PLACES OF FUTURE MEETINGS – FY 2016-2017	
TYPE OF MEETING	**DATE/DAY/TIME/LOCATION**
JULY 2016 – NO BOARD MEETING	
Regular Board Meeting	**August 9, 2016, Tuesday, 1:00 p.m.** **Location: Prescott Campus – Rock House**
Board Retreat	**August TBD, 2016, 9:00 a.m.** **Location: Prescott Campus-Rock House**
Regular Board Meeting	**September 13, 2016, Tuesday, 1:00 p.m.** **Location: Verde Valley Campus - Bldg. M, Rm 137**
Regular Board Meeting	**October 11, 2016, Tuesday, 1:00 p.m.** **Location: CTEC - Room 181**
Regular Board Meeting	**November 8, 2016, Tuesday, 1:00 p.m.** **Location: Sedona Center, Room 34**
Regular Board Meeting	**December 13, 2016, Tuesday, 1:00 p.m.** **Location: Prescott Campus – Rock House**
Regular Board Meeting	**January 10, 2017, Tuesday, 1:00 p.m.** **Location: Prescott Valley Center, Rooms 110-111**
Annual Board Retreat	**February 2017 – TBD** **Location: Prescott Campus – Rock House**
Regular Board Meeting	**February 14, 2017, Tuesday, 1:00 p.m.** **Location: Prescott Campus-Rock House**
Regular Board Meeting*	**March 7, 2017, Tuesday, 1:00 p.m.** **Location: Verde Valley Campus, Room M-137**
Regular Board Meeting	**April 11, 2017, Tuesday, 1:00 p.m.** **Location: Chino Valley Agribusiness Center Rm120/121**
Regular Board Meeting	**May 9, 2017, Tuesday, 1:00 p.m.** **Location: Prescott Campus- Multi-Purpose Room, Bldg 3-119**
Regular Board Meeting	**June 13, 2017, Tuesday, 1:00 p.m.** **Location: Prescott Campus-Rock House**

*Spring Break **March 12-18, 2017**

DATES AND PLACES OF EVENTS – FY 2016-2017	
TYPE OF EVENT	**DATE/DAY/TIME/LOCATION**
Association of Community College Trustees (ACCT) Leadership Congress	**October 5 – October 8, 2016** **Location: New Orleans, LA**
Northern Arizona Regional Training Academy (NARTA) Commencement	**December 8, 2016, Thursday – 11:00 a.m.** **Location: Prescott Campus – Performing Arts Center**
Nursing Pinning Ceremony	**December 9, 2016, Friday – 3:00 p.m.** **Location: Prescott Campus – Performing Arts Center**
Northern Arizona Regional Training Academy (NARTA) Commencement	**May 4, 2017, Thursday – 11:00 a.m.** **Location: Prescott Campus – Performing Arts Center**
Nursing Pinning Ceremony	**May 5, 2017, Friday – 3:00 p.m.** **Location: Prescott Campus – Performing Arts Center**
Verde Valley Commencement	**May 5, 2017, Friday, 6:00 p.m.** **Location: Verde Valley Campus**
Nursing Pinning Ceremony	**May 6, 2017, Saturday, 1:00 p.m.** **Location: Prescott Campus – Performing Arts Center**
Prescott Commencement	**May 6, 2017, Saturday, 6:00 p.m.** **Location: Prescott Campus – Performing Arts Center**

Presenter : Patricia McCarver   **Start Time :** 4:18 PM   **Item No : 34**

Proposed By : Patricia McCarver   **Time Req :** 1

Proposed : 10/23/2015   **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.	558881

Description : ADJOURNMENT OF REGULAR MEETING - PROCEDURAL

Details :

Attachments :

No Attachments