



**Regular Board Meeting
Agenda Summary
District Governing Board Regular Meeting
Tuesday, October 08, 2019
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, A.3 and A.4, 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 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; or to consult with and instruct its attorneys regarding its position on contracts, litigation or settlement discussions. If 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 the Executive Assistant 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	857829
2	Call to Order - PROCEDURAL	0	1:00 PM	857830
3	Pledge of Allegiance - PROCEDURAL	1	1:00 PM	857831
4	Welcome to Guests and Staff - PROCEDURAL	1	1:01 PM	857832
5	Approval of the Minutes From the September 9, 2019 District Governing Board Retreat and the September 10, 2019 District Governing Board Regular Meeting - DISCUSSION AND DECISION	2	1:02 PM	857833
6	Adoption of Agenda - DECISION	1	1:04 PM	857834
7	OWNERSHIP LINKAGE - HEADING	0	1:05 PM	857835
8	Open Call - PROCEDURAL	30	1:05 PM	857836
9	MONITORING REPORT - HEADING	0	1:35 PM	857837

Item No.	Item	Time Req.	Start Time	Ref No.
10	September Board Meeting Evaluation - INFORMATION AND/OR DISCUSSION	5	1:35 PM	857838
11	Receipt of Report on Revenues and Expenditures - Month of August 2019 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:40 PM	857841
12	INFORMATION - HEADING	0	1:41 PM	857842
13	Information from the President to Include: Budget to Actual Monthly Report; Cash Reserves Monthly Report; Arizona Community Colleges Budget to Actual; Retirement of a Vice President; Enrollment Update - INFORMATION AND/OR DISCUSSION	10	1:41 PM	857843
14	Update on the Faculty Senate - INFORMATION AND/OR DISCUSSION	10	1:51 PM	857844
15	For Consideration for Approval of Proposed Scholarships, Tuition and Fees for Fiscal Year 2019-2020 - INFORMATION, DISCUSSION, AND/OR DECISION.	10	2:01 PM	858401
16	MONITORING REPORT (CONTINUED) - HEADING	0	2:11 PM	857848
17	Receipt of President's Monitoring Report - Executive Limitations 2.1 - Treatment of Employees - MONITORING, DISCUSSION, AND/OR DECISION	15	2:11 PM	857849
18	Receipt of President's Monitoring Report - Ends Statements - 1.1 Education Ends - MONITORING, DISCUSSION, AND/OR DECISION	5	2:26 PM	857850
19	Receipt of President's Monitoring Report - Executive Limitations 2.3 - Compensation and Benefits - MONITORING, DISCUSSION, AND/OR DECISION	10	2:31 PM	857851
20	Receipt of content Review of Board - Board - President Linkage Policy 4.2 Accountability of the President - MONITORING AND/OR DISCUSSION	4	2:41 PM	857852
21	Receipt of Board Self-Evaluation - Board - President Linkage Policy 4.3 Delegation to the President - MONITORING, DISCUSSION, AND/OR DECISION	4	2:45 PM	857853
22	SHORT RECESS - PROCEDURAL	10	2:49 PM	857845
23	POLICY - HEADING	0	2:59 PM	857847
24	Review this policy 2.8.1.4.2 Absence of the President - INFORMATION, DISCUSSION, AND/OR DECISION.	10	2:59 PM	857877
25	Review this policy 2.8.1.4 Incidental Information - INFORMATION, DISCUSSION, AND/OR DECISION.	10	3:09 PM	857879
26	Review policy 3.1.5 Continuity - INFORMATION, DISCUSSION, AND/OR DECISION.	10	3:19 PM	858410
27	Review policy 3.2.1.2 Governing Policies - INFORMATION, DISCUSSION, AND/OR DECISION.	10	3:29 PM	857896
28	Review policy 3.5.1 Job Output - INFORMATION, DISCUSSION, AND/OR DECISION.	10	3:39 PM	857924
29	Review policy 4.1.2 Requests from Board Members and Board Committees - INFORMATION, DISCUSSION, AND/OR DECISION.	10	3:49 PM	857928
30	Review policy 4.7 President Succession - INFORMATION, DISCUSSION, AND/OR DECISION	10	3:59 PM	858414

Item No.	Item	Time Req.	Start Time	Ref No.
31	Review the Board's Annual Calendar and the FY20 Budget Work Session- INFORMATION, DISCUSSION, AND/OR DECISION.	10	4:09 PM	857941
32	Consider two-year renewal of Osborn Maledon contract for governing board legal counsel. - INFORMATION, DISCUSSION, AND/OR DECISION.	10	4:19 PM	858172
33	To Review the Outstanding Policy Revisions. - INFORMATION AND/OR DISCUSSION.	15	4:29 PM	859251
34	OTHER INFORMATION - HEADING	0	4:44 PM	857855
35	Reports from Board Liaisons - Board Spokesperson; Arizona Association of Community College Trustees (AACCT); and Yavapai College Foundation - INFORMATION AND/OR DISCUSSION	5	4:44 PM	857856
36	District Governing Board Proposed Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION	3	4:49 PM	857857
37	ADJOURNMENT OF REGULAR MEETING - PROCEDURAL	1	4:52 PM	857858

Presenter : Ray Sigafoos **Start Time :** 1:00 PM **Item No :** 1
Proposed By : Ray Sigafoos **Time Req :** 0
Proposed : 9/23/2019 **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 : Ray Sigafoos **Start Time :** 1:00 PM **Item No :** 2
Proposed By : Ray Sigafoos **Time Req :** 0
Proposed : 9/23/2019 **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 : Ray Sigafoos

Start Time : 1:00 PM

Item No : 3

Proposed By : Ray Sigafoos

Time Req : 1

Proposed : 9/23/2019

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 : Ray Sigafoos

Start Time : 1:01 PM

Item No : 4

Proposed By : Ray Sigafoos

Time Req : 1

Proposed : 9/23/2019

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 : Chair Sigafoos will welcome guests and staff.

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 1:02 PM

Item No : 5

Proposed By : Ray Sigafoos

Time Req : 2

Proposed : 9/23/2019

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 the Minutes From the September 9, 2019 District Governing Board Retreat and the September 10, 2019 District Governing Board Regular Meeting - DISCUSSION AND DECISION

Details : To affirm discussion and record of actions and motions made and approved by the District Governing Board at the September 9, 2019 District Governing Board Retreat and the September 10, 2019 District Governing Board Regular Meeting. As part of the Board Agenda, the record of the proceedings of the previous meetings are presented for Board approval, reporting the kind of meeting, date, and place of the meeting, participants present, approval of consent items, and all the main motions, the hours of the meeting(s), and the adjournment. The approved minutes are used to establish a permanent record of decisions approved by the District Governing Board. (Executive Session minutes are confidential by statute and are; therefore, not included in public documents.)

Attachments :

Title	Created	Filename
Unapproved Meeting Minutes September'19 Retreat	Sep 24, 2019	Unapproved Retreat Minutes - Sept 9 2019 Retreat REVISED CLEAN.pdf
September 10 Regular Meeting Minutes	Oct 01, 2019	September 10, 2019 Regular Board Minutes.pdf



**Yavapai College District Governing Board
Board Retreat
Unapproved Minutes of Board Retreat
Monday, September 9, 2019
8:30 AM
Prescott Campus – Rock House
1100 E. Sheldon Street
Prescott, Arizona**

Members Present:

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

Guests:

A.J. Crabill, consultant to the Yavapai College District Governing Board.

Administration Present:

Dr. Lisa B. Rhine, President
Lynne Adams, Board Attorney
Yvonne Sandoval, Recording Secretary
Other staff attending are on file in the District Office

1. CALL TO ORDER - HEADING

2. Call to Order – PROCEDURAL

Chair Sigafoos called the Yavapai College District Governing Board meeting to order at 8:30 a.m. Board Member Paul Chevalier was not in attendance at the start of the meeting. Paul arrived at 8:36 a.m.

3. Welcome to Guests and Staff – PROCEDURAL

Chair Sigafoos welcomed all guests and staff, and introduced Board consultant A.J. Crabill.

4. OWNERSHIP LINKAGE - HEADING

5. Review and Vote on the Ends - DISCUSSION, AND/OR DECISION

Board members discussed the results of their Ends review and analysis from the August retreat.

Member McCarver moved, seconded by Member Irwin, to keep the Ends as they are written and not to modify them. Motion carried with the majority. (Sigafoos, McCasland, McCarver, Irwin all voted in favor, Chevalier voting nay)

6. Governance Process – Policies on Executive Limitations, Governance Process, and President Linkage – INFORMATION, DISCUSSION, AND/OR DECISION.

AJ Crabill, led the Board in a discussion of the following questions in reviewing the policies on Executive Limitations, Governance Process, and President Linkage:

- Why do we exist?
- What are the things we would never tolerate our President doing, even if it helped us accomplish our reason for existence?
- How should the board function, what are our means of operation?
- What is the relationship with the Board and anyone not with the board, what should that relationship look like?

AJ indicated that the discussion today would focus on those policies that Board members had indicated in advance that they would like to review and potentially revise. Other policies would be discussed only if there were time after reviewing the previously-identified policies. The Board discussed and reviewed the following policies:

- **2.1 Treatment of Employees**
- **2.4.3.1 Personnel Transitions & Competent Operations; 4.7 Presidential Absences**
- **2.5.2 Lease Limits and Delegations of Lease Authority for Real Property**

7. SHORT RECESS - PROCEDURAL

Meeting recessed at 10:15 a.m.; reconvened at 10:25 a.m.

8. OWNERSHIP LINKAGE - HEADING

9. Governance Process – Policies on Executive Limitations, Governance Process, and President Linkage – INFORMATION, DISCUSSION, AND/OR DECISION.

AJ and the Board went on to discuss and review the following policies:

- **2.8.1.4 – Incidental Information**

- 2.8.1.4.2 Absence of the President; 4.7 Presidential Absences
- 4.1.1 Decisions or Instructions of Individual Board Members; 4.1.2 Requests from Board Members and Board Committees

10. RECESS AND LUNCH - PROCEDURAL

Meeting recessed at 12:07 p.m.; reconvened at 12:35 p.m.

11. OWNERSHIP LINKAGE - HEADING

12. Governance Process – Policies on Executive Limitations, Governance Process, and President Linkage – INFORMATION, DISCUSSION, AND/OR DECISION.

AJ and the Board went on to discuss and review the following policies:

- 4.2.4 – Strategic Planning, proposed new policy by Member Chevalier
- 4.3 - Delegation of the President
- 4.6 - Conferral of President Emeritus/a Status
- 3.1.1.1 – Open Meeting Law
- 3.1.1.2 – Governing Board Email, proposed new policy by Chairman Sigafos and Attorney Lynne Adams
- 3.1.4 – Self – Evaluation
- 3.1.5 – Continuity, proposed new policy by Member Chevalier
- 3.2.1.2 - Governing Policies

13. SHORT RECESS – PROCEDURAL

Meeting recessed at 2:36 p.m.; reconvened at 2:46 p.m.

14. OWNERSHIP LINKAGE - HEADING

15. Governance Process – Policies on Executive Limitations, Governance Process, and President Linkage – INFORMATION, DISCUSSION, AND/OR DECISION.

AJ and the Board went on to discuss and review the following policies:

- 3.3 – Board Member Code of Conduct and Ethics
- 3.3.1 – Discipline Needed to Govern
- 3.3.2.7 – Transparency, new policy proposed by Member Chevalier
- 3.3.3.4 – Board Operates with One Voice
- 3.4.3 – All Meeting Agendas
- 3.4.5 – Elections/Appointments
- 3.5.1 – Job Output
- 3.5.2.1 – Chairing Meetings
- 5.0 - Past Policies Superseded, new policy proposed by Member Chevalier
- 3.2.1 – Ownership Linkage
- 3.4.3.1 – Referencing Existing Board Policy

AJ noted that he will work with various members of the Board via email and phone on revisions to certain policies, as discussed during today’s meeting. Those policies will be brought back to the Board for consideration at a future Board meeting.

16. Discussion and Vote on the boards current email policy – INFORMATION, DISCUSSION, AND/OR DECISION.

This matter was tabled by the Board based on the discussion today. It was decided that this new policy 3.1.1.2 must be reworded, before it can voted on as an official policy.

17. ADJOURNMENT OF BOARD RETREAT - PROCEDURAL

Member McCarver moved, seconded by Member McCasland, to adjourn the meeting. Motion carried unanimously (Chevalier, Irwin, McCasland, McCarver, Sigafos voting in favor).

Board Retreat adjourned at 4:15 p.m.

Respectfully submitted:

Ms. Yvonne Sandoval, Recording Secretary

Date: October 8, 2019

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

Regular Board Meeting Minutes

Tuesday, September 10, 2019

1:00 PM

District Governing Board Regular Meeting

Rock House, Prescott Campus

1100 E. Sheldon Street

Prescott, AZ 86301

Members Present:

Mr. Ray Sigafoos, Chair

Mr. Steve Irwin, Secretary

Dr. Patricia McCarver, Board Member

Ms. Deb McCasland, Board Member

Mr. Paul Chevalier

Administration Present:

Dr. Lisa B. Rhine, 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 Sigafoos called the Yavapai College District Governing Board meeting to order at 12:58 p.m.
- 3 Pledge of Allegiance – PROCEDURAL
The Pledge of Allegiance was led by Member McCarver.
- 4 Welcome to Guests and Staff – PROCEDURAL
Chair Sigafoos welcomed all guests and staff. Dr. Rhine, President of Yavapai College introduced newly hired Dr. Diane Ryan, Vice President of Strategic Initiatives.
- 5 Approval of the Minutes from the August 13, 2019 District Governing Board Retreat. - DISCUSSION AND DECISION.
Member McCarver moved, seconded by Member Irwin, to approve the District Governing Board Minutes from the August 13, 2019 District Governing Board Retreat. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafoos voting in favor).
- 6 Adoption of Agenda – DECISION
Member McCarver moved, seconded by Member McCasland, to adopt the agenda as written, except that Agenda Item #31 will be tabled and heard at a later Board meeting. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafoos voting in favor).
- 7 OWNERSHIP LINKAGE – HEADING
- 8 Open Call – PROCEDURAL

The following owners addressed the Board:

- Ruth Wicks - Verde Valley Campus (Bring back leadership, staff, a services)

9 MONITORING REPORT - HEADING

10 May Board Meeting Evaluation - INFORMATION AND/OR DISCUSSION

11 CONSENT AGENDA – HEADING

Board member McCasland requested that all items be removed from the Consent Agenda for Board discussion prior to voting.

12 Receipt of Report on Revenues and Expenditures - Month of August 2019 - RECEIPT, DISCUSSION, AND/OR DECISION

Member McCasland moved, seconded by Member McCarver, to approve Consent Agenda item #12 as written. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

13 For Consideration for Approval of Resolution 2019 - #01 - Capital Accumulation Account Contribution - RECEIPT, DISCUSSION, AND/OR DECISION

Member McCasland moved, seconded by Member McCarver, to approve Consent Agenda item #13 as written. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

14 INFORMATION - HEADING

15 Information from the President to Include: Budget to Actual Monthly Report for the DGB; Cash Reserves Monthly Report - INFORMATION AND/OR DISCUSSION

16 Update on the Faculty Senate - INFORMATION AND/OR DISCUSSION

Dr. Jennifer Jacobson, President of the Faculty Senate, instructor Paul Smolenyak and student Carissa Bond.

17 MONITORING REPORT (CONTINUED) - HEADING

18 Receipt of President's Monitoring Report - Executive Limitation 2.1 of Employees - MONITORING, DISCUSSION, AND/OR DECISION

The Board discussed the President's monitoring report, which is the first report she has submitted, and whether there is sufficient evidence to support her determination of compliance with the policy and subpolicies.

Member McCasland moved, seconded by Member McCarver, we have read the President's Monitoring Report regarding Policy 2.1 and its subpolicies, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.1 and its subpolicies. Motion failed with 2 yes and 3 no votes (Irwin, McCasland voting in favor and Chevalier, McCarver, Sigafos voting against).

The Board discussed a potential substitute motion.

Member Chevalier moved, seconded by Member McCarver, we have read the President's monitoring report regarding Policy 2.1 and its sub-policies and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.1 and its subpolicies. I move that the President provide the Board with a new Monitoring Report for Policy 2.1 and its sub-policies at a future board meeting that provides sufficient evidence to support the conclusion of compliance. Motion carried with 3 yes and 2 no vote (Chevalier, Irwin, Sigafoos voting in favor and McCarver, McCasland voting against).

19 Receipt of Content Review of Board-Governance Process Policy Global Governance Process - MONITORING AND/OR DISCUSSION

The Board noted that it had discussed these policies and potential revisions in detail at yesterday's retreat. There was therefore little discussion at today's meeting of the comments received and noted in the supporting materials for these agenda items.

20 Receipt of Content Review of Board- Governance Process Policy 3.2 Board Job Description - MONITORING AND/OR DISCUSSION

21 Receipt of Content Review of Board -Governance Process Policy 3.6 Board Committee Purpose and Principles - MONITORING AND/OR DISCUSSION

22 Receipt of Content Review of Board -President Linkage Policy 4.0 - Global Board - MONITORING AND/OR DISCUSSION

23 Receipt of Board Self-Evaluation -President Linkage Policy 4.1 Unity of Control- MONITORING, DISCUSSION, AND/OR DECISION

24 SHORT RECESS – PROCEDURAL
Meeting recessed at 1:49 p.m.; reconvened at 1:59 p.m.

25 BOARD EDUCATION- HEADING

26 Selection of the Voting Board Representative for Association of Community College Trustees (ACCT) Annual Leadership Congress - DISCUSSION AND/OR DECISION

Member McCarver moved, seconded by Member Chevalier, to select Board Chair Sigafoos to be the voting Board Representative for the Association of Community College Trustees (ACCT) Annual Leadership Congress. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafoos voting in favor).

27 Reports from Board Liaisons - Board Spokesperson; Arizona Association of Community College Trustees (AACCT); and Yavapai College Foundation - INFORMATION AND/OR DISCUSSION

28 OTHER INFORMATION - HEADING

29 District Governing Board Proposed Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION

The Board requested to review the Board Budget Workshop dates at the October's Board meeting, with the potential for earlier budget discussions than in previous years.

30 Review the Board's Annual Calendar - INFORMATION, DISCUSSION, AND/OR DECISION.

Member McCarver moved, seconded McCasland, 1) to change the month for the Board's review and approval of the Revenue Plan to October for this and future years, and 2) to table the Content Review and Self-Evaluation of those policies that were discussed in yesterday's retreat for this year, with the normal review schedule to resume after this year. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafoos voting in favor).

31 New policy under the Open Meeting Law Policy-INFORMATION, DISCUSSION, AND/OR DECISION.

32 ADJOURNMENT OF REGULAR MEETING – PROCEDURAL

Member Chevalier moved, seconded by Member McCarver, to adjourn the meeting. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafoos voting in favor).

Regular meeting adjourned at 2:24 p.m.

Respectfully submitted:

Ms. Yvonne Sandoval, Recording Secretary

Date: _____

Mr. Ray Sigafoos, Chair

Mr. Steve Irwin, Secretary

Presenter : Ray Sigafoos

Start Time : 1:05 PM

Item No : 8

Proposed By : Ray Sigafoos

Time Req : 30

Proposed : 9/23/2019

Item Type : Procedure Item

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

Description : Open Call - PROCEDURAL

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

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 1:35 PM

Item No : 9

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 9/23/2019

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 REPORT - HEADING

Details :

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 1:35 PM

Item No : 10

Proposed By : Ray Sigafoos

Time Req : 5

Proposed : 9/23/2019

Item Type : Monitoring 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 : September Board Meeting Evaluation - INFORMATION AND/OR DISCUSSION

Details : The Board will assess how meetings are conducted; commitment to governance style and processes; and the Board's performance according to the Board's Governance Process policies 3.1.4 Self-Evaluation and 3.5.3 Board Chair's Role in Monitoring. At the September 10, 2019 meeting, the Board completed the assessment for that meeting and staff compiled the results.

Attachments :

Title	Created	Filename
September Monthly Eval Compilation	Sep 16, 2019	Sept Monthly Eval Compilation.pdf

**Yavapai College District Governing Board
Board Meeting Self-Evaluation (Monthly)
Compilation for Month of: September 2019**

During this Board Meeting, did we exhibit any of the following behaviors that need to be improved?

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

Overall, keeping in mind the role of the Board and reflecting on our individual and collective behavior during this meeting, please rate the Board's performance in the following categories:

	1- Needs improvement 2- Satisfactory 3- Proficient			Brief comment of specific examples to support your response
	1	2	3	
Board members operate ethically and without conflicts of interest.	1	3	1	Chevalier: Bias. Never, in past 12 years elected East Side Board Members to Chair position.
Board decisions are made with the goal of supporting student learning and student success.		4	1	Chevalier: work to get consensus.
What is the most important thing the Board could do to improve our function as a board? McCasland: Provide time each meeting to discuss future options and outcomes we would like to see.				

Presenter : Ray Sigafoos

Start Time : 1:40 PM

Item No : 11

Proposed By : Ray Sigafoos

Time Req : 1

Proposed : 9/23/2019

Item Type : Consent Item

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

Description : Receipt of Report on Revenues and Expenditures - Month of August 2019 - RECEIPT, DISCUSSION, AND/OR DECISION

Details : Dr. Clint Ewell, Vice President for Finance & Administrative Services and Frank D'Angelo, Yavapai College's controller will present and discuss the re-submission of the Report of Revenue and Expenditures for August 2019.

District Governing Board Detail Budget Report of Expenditures - Re-submission of August 2019

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

The re-submission of the Report of Revenue and Expenditures for the second month of FY 2019-2020 ending on August 31, 2019 is attached. Expenditures are reported on the modified accrual basis of accounting.

Attachments :

Title	Created	Filename
Consent Agenda 1st Receipt of Rpt on Revenues & Expenses Narrative - Aug in Oct	Sep 30, 2019	Consent Agenda 1st Receipt of Rpt on Revenues Expenses Narrative - Aug in Oct.pdf
Consent Agenda 2nd YCFS Aug 2019 - Governing Board Budget to Actual	Sep 30, 2019	Consent Agenda 2nd YCFS Aug 2019 - Governing Board Budget to Actual (004).pdf
Consent Agenda 3rd YCFS Aug 2019 - Summary Fund Budget to Actuals	Sep 30, 2019	Consent Agenda 3rd YCFS Aug 2019_Summary Fund Budget to Actuals (004).pdf

YAVAPAI COLLEGE

FINANCIAL UPDATE

August 2019

FY2018-2019 Close and Audit

- The year-end close for FY2018-19 is planned for November 2019.
- The auditors will begin their field work on October 14, 2019. The audit report (Comprehensive Annual Financial Report) will be issued in mid-December 2019 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 FY2018-19 will be presented to the Board in early 2020.

FY 2019-2020 Budget

General Fund

- Total property taxes collected have historically, on average, been approximately .4% less than the levy. We expect this trend to continue.
- Tuition and fees is projected to come in close to budget for the fiscal year based upon a slight increase in fall 2019 enrollments.
- State appropriations will exceed the budget because of an additional \$1,761,300 of appropriation granted to the College by the State, subsequent to the Board approving the budget. The additional appropriation will be used to fund non-recurring expenses.

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. An example is 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.

- The total Auxiliary fund is projected to be within budget for the fiscal year.

Unexpended Plant Fund

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

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

**For the Two Months Ended August 31, 2019
Fiscal Year 2019-2020**

District Governing Board

Fiscal Year 2019-20 Budget:

\$ 174,800

	<u>Purpose</u>	<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Total Expenditures/ Encumbrances</u>	
EXPENDITURES (note 1):					
Salary Expenses	Staff Support	\$ 7,188	\$ 30,277	\$ 37,465	
AJ Crabill	Consulting & Facilitation	-	9,400	9,400	
Association of Community College Trustees	Membership & Conference Fees	6,875	-	6,875	
Deborah McCasland	Travel	-	1,951	1,951	
Lisa Rhine	Travel	484	1,951	2,435	
Osborn Maledon PA	Legal Counsel	1,754	19,496	21,250	
Ourboardroom Technologies	Software Maintenance	5,750	5,750	11,500	
Ray Sigafoos	Travel	281	2,117	2,398	
Sodexo Inc.	Food Supplies	414	5,586	6,000	
Steve Irwin	Travel	-	1,951	1,951	
Supplies/Other	Various Vendors	10	-	10	
The Governance Coach	Consulting	653	-	653	
Yvonne Sandoval		-	1,951	1,951	
YC Printing Services	Printing	136	-	136	
				<u>103,975</u>	
Remaining Budget - August 31, 2019					<u>\$ 70,825</u>

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended August 31, 2019 - 16.7% of the Fiscal Year Complete

Fiscal Year 2019-2020

SUMMARY - ALL FUNDS

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
REVENUES:					
General Fund	\$ 11,836,784		\$ 11,836,784	\$ 47,357,700	25.0%
Restricted Fund	4,144,481		4,144,481	13,889,000	29.8%
Auxiliary Fund	1,213,654		1,213,654	4,636,000	26.2%
Unexpended Plant Fund	6,190,943		6,190,943	13,400,300	46.2%
Debt Service Fund	1,098,820		1,098,820	6,560,600	16.7%
TOTALS	24,484,682		24,484,682	85,843,600	28.5%

	<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>
EXPENDITURES (note 1):						
General Fund	\$ 7,449,028	\$ 23,211,838	\$ 21,073,285	\$ 9,587,581	\$ 47,357,700	20.2%
Restricted Fund	3,898,333	1,298,021	1,209,491	3,986,863	13,889,000	28.7%
Auxiliary Fund	834,827	1,398,594	1,231,391	1,002,030	4,636,000	21.6%
Unexpended Plant Fund	385,233	7,374,465	-	7,759,698	13,400,300	57.9%
Debt Service Fund	1,400	1,092,933	-	1,094,333	6,560,600	16.7%
TOTALS	12,568,821	34,375,851	23,514,167	23,430,505	85,843,600	27.3%
SURPLUS/(DEFICIT)				1,054,177	-	

COMMENTS:

Through the second month, 27.3% of budget has been committed (excluding labor encumbrances) compared to 28.5% of revenues received.

The budget currently has a deficit of \$1,054,177 which is due to the Plant Fund (see page 5 for further details).

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended August 31, 2019 - 16.7% of the Fiscal Year Complete

Fiscal Year 2019-2020

GENERAL FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 19/20 Budget</u>	<u>Percent of Budget</u>	<u>FY 19/20 Estimate</u>	<u>Budget to Estimate Variance</u>
REVENUES:							
Primary Property Taxes	\$ 6,331,348		\$ 6,331,348	\$ 38,102,400	16.6%	\$ 38,102,400	\$ -
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-
Tuition and Fees	5,242,851		5,242,851	11,341,000	46.2%	11,341,000	-
Tuition and Fees - Contingency	-		-	(570,000)	0.0%	(570,000)	-
State Appropriations	590,675		590,675	601,400	98.2%	2,362,700	1,761,300
Other Revenues	50,823		50,823	421,000	12.1%	421,000	-
Interest Income	56,604		56,604	225,000	25.2%	225,000	-
Fund Balance Applied to Budget	633,333		633,333	3,800,000	16.7%	3,800,000	-
General Fund Transfer Out	(1,068,850)		(1,068,850)	(6,413,100)	16.7%	(6,413,100)	-
TOTAL REVENUES	11,836,784		11,836,784	47,357,700	25.0%	49,119,000	1,761,300

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 19/20 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 19/20 Estimate</u>	<u>Budget to Estimate Variance</u>
EXPENDITURES (Note 1):								
Instruction	\$ 1,755,861	\$ 9,061,306	\$ 8,890,740	\$ 1,926,427	\$ 18,749,600	10.3%	\$ 18,749,600	\$ -
Academic Support	873,367	2,206,726	2,109,080	971,013	4,483,100	21.7%	4,483,100	-
Institutional Support	2,496,637	5,969,926	4,669,490	3,797,073	10,093,500	37.6%	10,093,500	-
Student Services	901,739	2,917,469	2,767,204	1,052,004	6,182,900	17.0%	6,182,900	-
Operation/Maintenance of Plant	969,315	2,835,205	2,415,565	1,388,955	6,580,700	21.1%	6,580,700	-
Scholarships	397,111	-	-	397,111	940,500	42.2%	940,500	-
Public Service	54,998	221,206	221,206	54,998	327,400	16.8%	327,400	-
TOTAL EXPENDITURES	7,449,028	23,211,838	21,073,285	9,587,581	47,357,700	20.2%	47,357,700	-
SURPLUS/(DEFICIT)				\$ 2,249,203	\$ -			

COMMENTS:

State Appropriation is at 98.2% due to an additional \$1,761,300 of appropriation granted to the College by the State, subsequent to the College approving its budget. The 1st quarter of this appropriation, as well as the College's recurring appropriation, was received in July. The additional appropriation will be used to fund non-recurring expenses.

Tuition and Fees revenues above budget due to most of the revenue related to the fall 2019 semester being recorded. This will even out over the next few months.

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

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

Scholarships at 42.2% of budget due to fall 2019 financial aid awards being made.

The Budget currently has a surplus of \$2,249,203.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended August 31, 2019 - 16.7% of the Fiscal Year Complete

Fiscal Year 2019-2020

RESTRICTED FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
REVENUES:					
Federal Grants and Contracts	\$ 3,487,555		\$ 3,487,555	\$ 11,150,000	31.3%
State Grants and Contracts	29,183		29,183	240,500	12.1%
Private Gifts, Grants and Contracts	175,083		175,083	945,400	18.5%
Proposition 301 Funds	249,535		249,535	760,000	32.8%
State Appropriation - STEM Workforce	175,775		175,775	703,100	25.0%
Fund Balance Applied to Budget	15,000		15,000	90,000	16.7%
Reimbursement Due	12,350		12,350	N/A	N/A
TOTAL REVENUES	4,144,481		4,144,481	13,889,000	29.8%

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>
EXPENDITURES (Note 1):						
Instruction	\$ 179,678	\$ 624,674	\$ 536,144	\$ 268,208	\$ 2,842,100	9.4%
Student Services	201,561	610,238	610,238	201,561	1,505,100	13.4%
Scholarships	3,480,949	-	-	3,480,949	9,383,100	37.1%
Public Service	36,145	63,109	63,109	36,145	158,700	22.8%
TOTAL EXPENDITURES	3,898,333	1,298,021	1,209,491	3,986,863	13,889,000	28.7%
SURPLUS/(DEFICIT)				\$ 157,618		

COMMENTS:

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

First quarter STEM Workforce appropriation was received in July 2019.

Scholarships at 37.1% of budget due to fall 2019 financial aid awards being made.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended August 31, 2019 - 16.7% of the Fiscal Year Complete

Fiscal Year 2019-2020

AUXILIARY FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 19/20 Budget</u>	<u>Percent of Budget</u>	<u>FY 19/20 Estimate</u>	<u>Budget to Estimate Variance</u>
REVENUES:							
Auxiliary Enterprises							
Residence Halls and Summer Conferences	\$ 736,258		\$ 736,258	\$ 1,298,900	56.7%	\$ 1,298,900	\$ -
Bookstore Rental and Commissions	9,066		9,066	165,000	5.5%	165,000	-
Food Services Sales	3,303		3,303	33,000	10.0%	33,000	-
Vending	997		997	30,000	3.3%	30,000	-
Edventures	35,653		35,653	75,000	47.5%	75,000	-
Winery - Tasting Room	20,453		20,453	175,000	11.7%	175,000	-
Family Enrichment Center	83,117		83,117	592,200	14.0%	592,200	-
Public Services							
Community Events	99,444		99,444	698,000	14.2%	698,000	-
Other Revenues							
Yavapai College Foundation	58,101		58,101	375,200	15.5%	375,200	-
Other	22,912		22,912	327,600	7.0%	327,600	-
Fund Balance Applied to Budget	16,667		16,667	100,000	16.7%	100,000	-
General Fund Transfer In	195,000		195,000	1,170,000	16.7%	1,170,000	-
Auxiliary Fund Transfer Out	(67,317)		(67,317)	(403,900)	16.7%	(403,900)	-
TOTAL REVENUES	1,213,654		1,213,654	4,636,000	26.2%	4,636,000	-

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 19/20 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 19/20 Estimate</u>	<u>Budget to Estimate Variance</u>
EXPENDITURES (Note 1):								
Instruction	\$ 61,572	\$ 8,198	\$ -	\$ 69,770	\$ 238,400	29.3%	\$ 238,400	\$ -
Student Services	119,350	367,582	324,310	162,622	722,700	22.5%	722,700	-
Auxiliary Enterprises	241,963	528,821	455,188	315,596	1,415,400	22.3%	1,415,400	-
Public Service	230,138	493,993	451,893	272,238	1,068,700	25.5%	1,068,700	-
Facilities & Administrative Allocation Expense	181,804	-	-	181,804	1,090,800	16.7%	1,090,800	-
Contingency	-	-	-	-	100,000	0.0%	-	(100,000)
TOTAL EXPENDITURES	834,827	1,398,594	1,231,391	1,002,030	4,636,000	21.6%	4,536,000	(100,000)
SURPLUS/(DEFICIT)				\$ 211,624	\$ -			

COMMENTS:

Residence Halls and Summer Conferences revenues are above budget due to all of the fall 2019 semester room revenues being recorded. This will even out over the next few months.

The Budget currently has a surplus of \$211,624.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Month Ended August 31, 2019 - 16.7% of the Fiscal Year Complete

Fiscal Year 2019-2020

UNEXPENDED PLANT FUND

	<u>Year-to-Date Revenues</u>			<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>	
REVENUES:							
Primary Property Taxes	\$ 1,427,454			\$ 1,427,454	\$ 8,590,500	16.6%	
Primary Property Taxes - Contingency	-			-	(45,000)	0.0%	
Investment Income	28,447			28,447	90,000	31.6%	
Other	242			242	30,000	0.8%	
Fund Balance Applied to Budget	934,800			934,800	934,800	100.0%	
General Fund Transfer In	3,800,000			3,800,000	3,800,000	100.0%	
TOTAL REVENUES	6,190,943			6,190,943	13,400,300	46.2%	
		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>
EXPENDITURES (Note 1):							
Preventative Maintenance		\$ 42,917	\$ 1,258,968	\$ -	\$ 1,301,885	\$ 3,974,000	32.8%
Unplanned Maintenance		32,447	85,505	-	117,952	262,500	44.9%
Capital Improvement Projects		56,552	5,671,888	-	5,728,440	5,237,700	109.4%
Equipment		168,678	298,104	-	466,782	3,307,400	14.1%
Furniture and Fixtures		82,961	-	-	82,961	257,500	2.5%
Library Books		1,678	60,000	-	61,678	98,700	24.0%
Operating Contingency		-	-	-	-	262,500	0.0%
TOTAL EXPENDITURES		385,233	7,374,465	-	7,759,698	13,400,300	57.9%
SURPLUS/(DEFICIT)					(1,568,755)	-	

COMMENTS:

The Budget currently has a deficit of \$1,568,755 as a result of the majority of Capital Improvement projects being encumbered for the fiscal year. The supporting revenues/transfers will be received over the remaining fiscal year.

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

Presenter : Ray Sigafoos

Start Time : 1:41 PM

Item No : 12

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 9/23/2019

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 : Ray Sigafoos

Start Time : 1:41 PM

Item No : 13

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/23/2019

Item Type : Information Item

Policy No.	Description	Ref No
2.8	The President shall not permit the Board to be uninformed or unsupported in its work. Further, without limiting the scope of the above statement by the following list, the President shall not:	764197

Description : Information from the President to Include: Budget to Actual Monthly Report; Cash Reserves Monthly Report; Arizona Community Colleges Budget to Actual; Retirement of a Vice President; Enrollment Update - INFORMATION AND/OR DISCUSSION

Details : Dr. Lisa Rhine will report on the following topics with discussion from the Board:

- Budget to Actual Monthly Report - Attached
- Cash Reserves Monthly Report - Attached
- Arizona Community Colleges Budget to Actual - Attached
- Retirement of a Vice President
- Enrollment Update - Dr. Ron Liss - Attached

Both the September and October 2019 College Highlights and Facilities Management Newsletter can be found on the YC website, on the DGB webpage, under the College Highlights link. Below is the link:
<https://www.yc.edu/v6/office-of-the-president/college-highlights.html>

Attachments :

Title	Created	Filename
Information from the President's Budget to Actual Monthly Report_Aug in Oct.	Sep 30, 2019	Information from the President Budget to Actual Monthly Rpt_Aug in Oct.pdf
Information from the President's Cash Reserves	Sep 30, 2019	Information from the President Cash Reserves Monthly Rpt_Aug in Oct.pdf
AZ CC Budget to Actual	Oct 01, 2019	dgb financial reporting benchmarkr1.pdf
Enrollment October 2019	Oct 01, 2019	Enrollment October 2019.pdf

Yavapai College
Budget to Actual Status by Fund
August 2019

The President's Monthly report below provides a brief financial status of each of the District's five funds for the period July 1, 2019, through August 31, 2019.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



For the two months ended August 31, 2019, the General Fund has a surplus of \$2,249,200. This is primarily the result of tuition and fee revenues being recorded for the fall 2019 semester.

For the fiscal year ended June 30, 2019, General Fund revenues are projected to be over budget by \$1,761,300 due to an additional appropriation granted to the College by the State, subsequent to the Board approving the budget. The additional appropriation will be used to fund non-recurring expenses.

Auxiliary Fund



For the two months ended August 31, 2019, the Auxiliary Fund has a modest surplus and for the fiscal year ended June 30, 2019, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund



For the two months ended August 31, 2019, the Unexpended Plant Fund has a deficit of \$1,568,800 due to a significant amount of Capital Improvement Projects (CIP) being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

For the fiscal year ended June 30, 2019, the Unexpended Plant Fund is projected to be within budget.

Restricted Fund



The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of August 31, 2019, the Restricted Fund has a small surplus and is expected to be at budget for the fiscal year.

Debt Service Fund

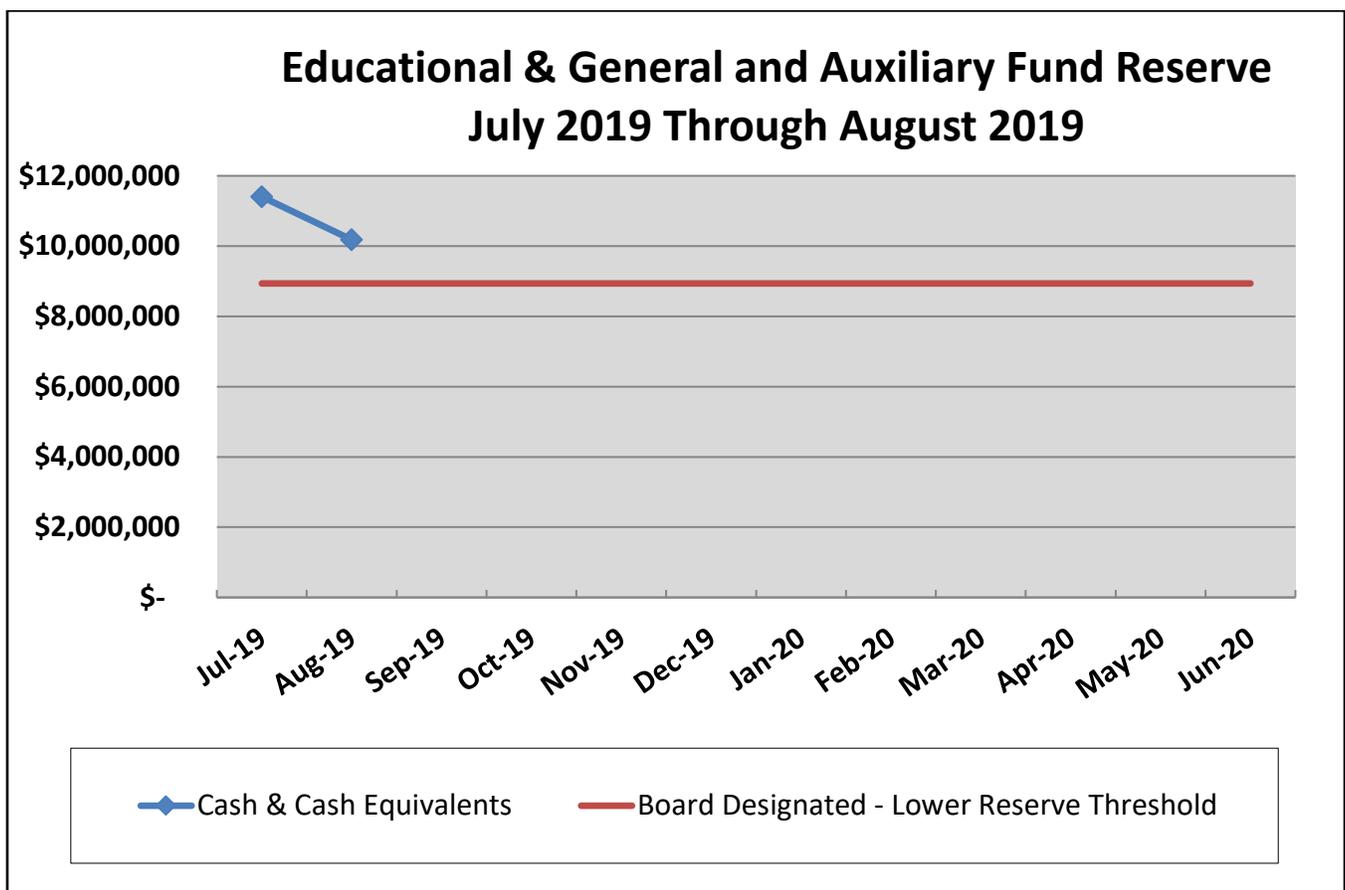


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—for the two months ended August 31, 2019, there were no variances from budget.

Yavapai College Cash Reserves August 2019

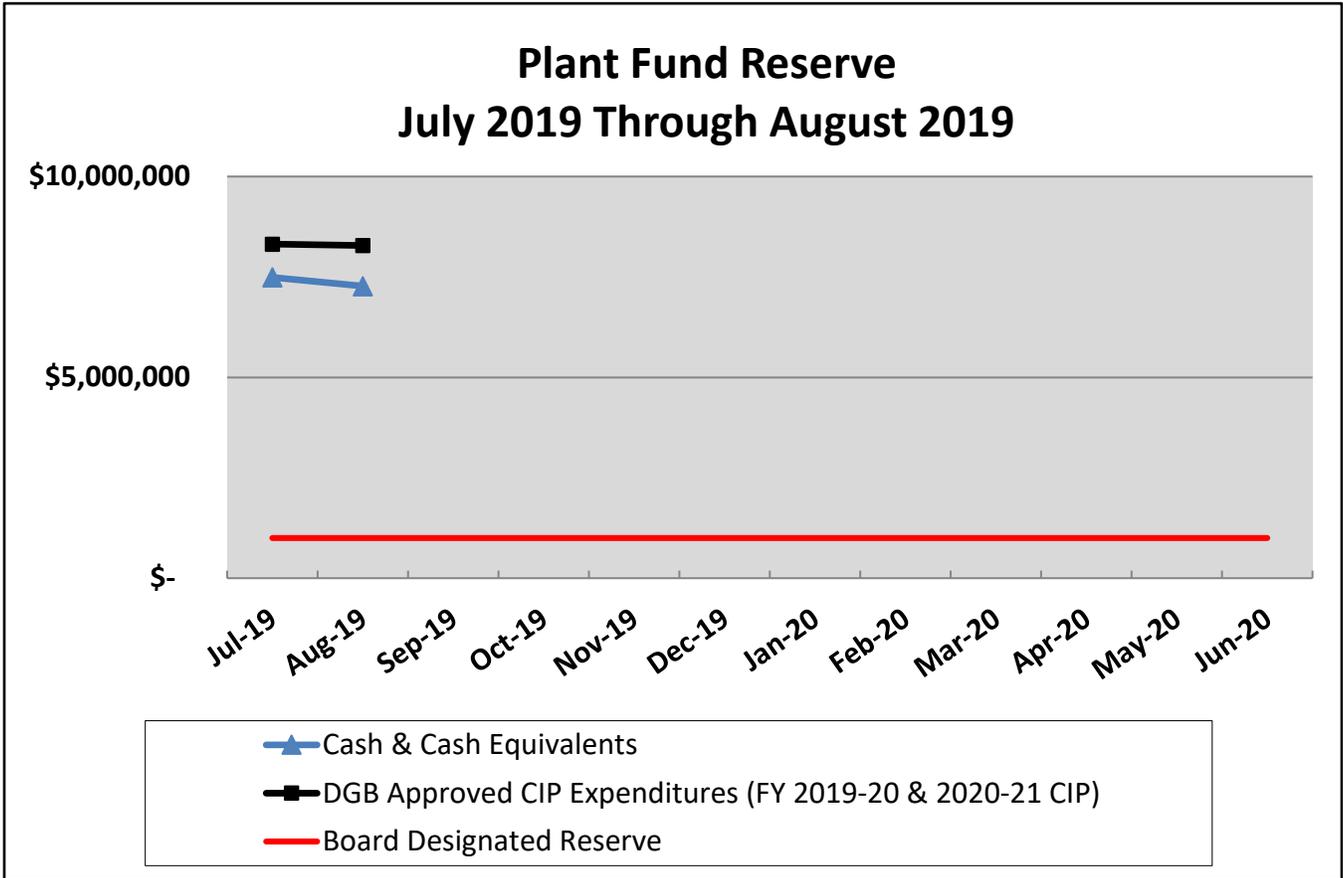
The President's monthly report on cash reserves below displays the District's reserves from July 1, 2019, through August 31, 2019, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



Current Fund Reserves shall not drop below seventeen percent (17%) of the operating budgets.

For the period July 1, 2019, through August 31, 2019, Current Fund reserves have been in compliance with the DGB's reserve requirements.

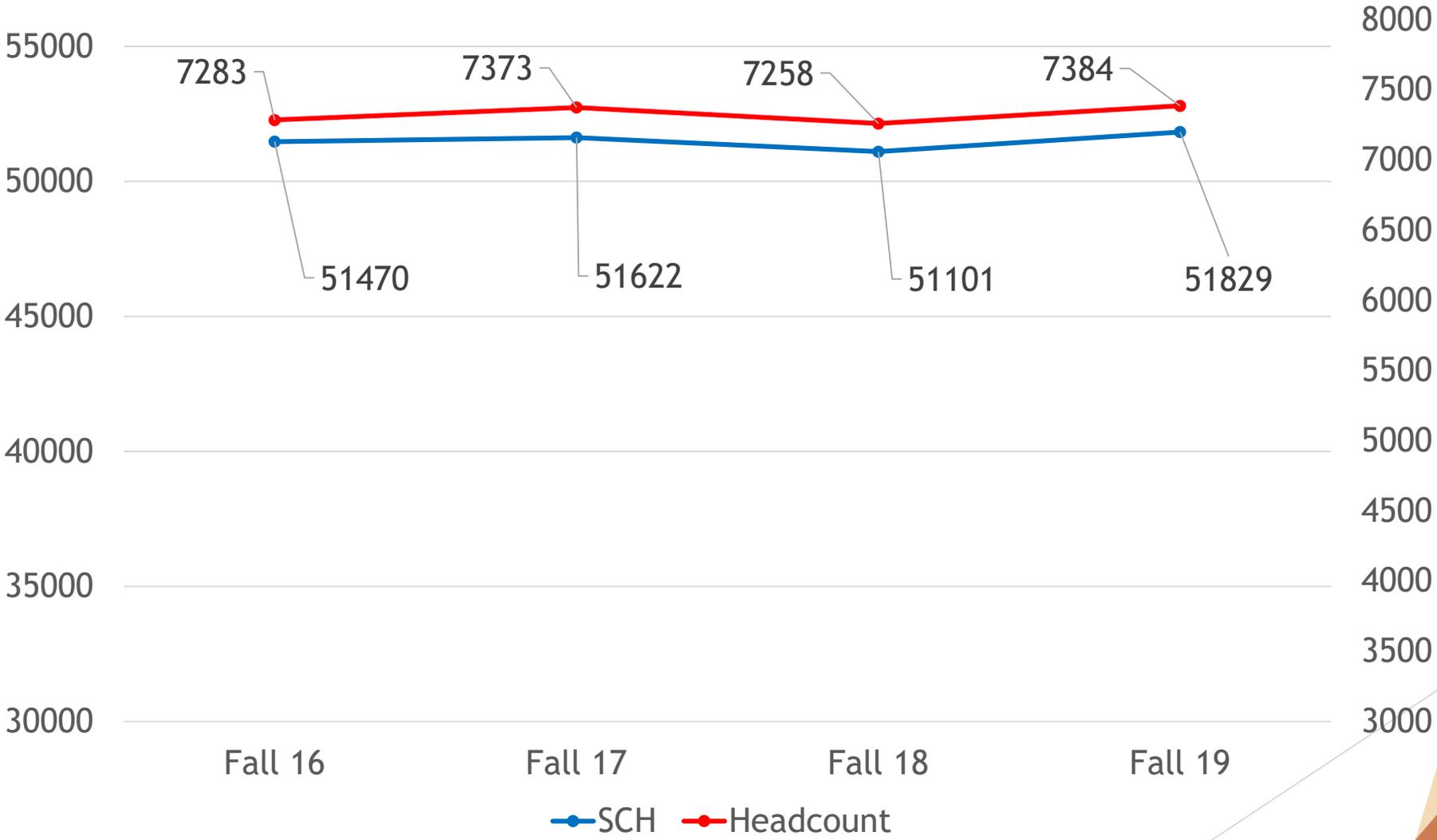


Plant Fund Reserves shall not drop below \$1 million.

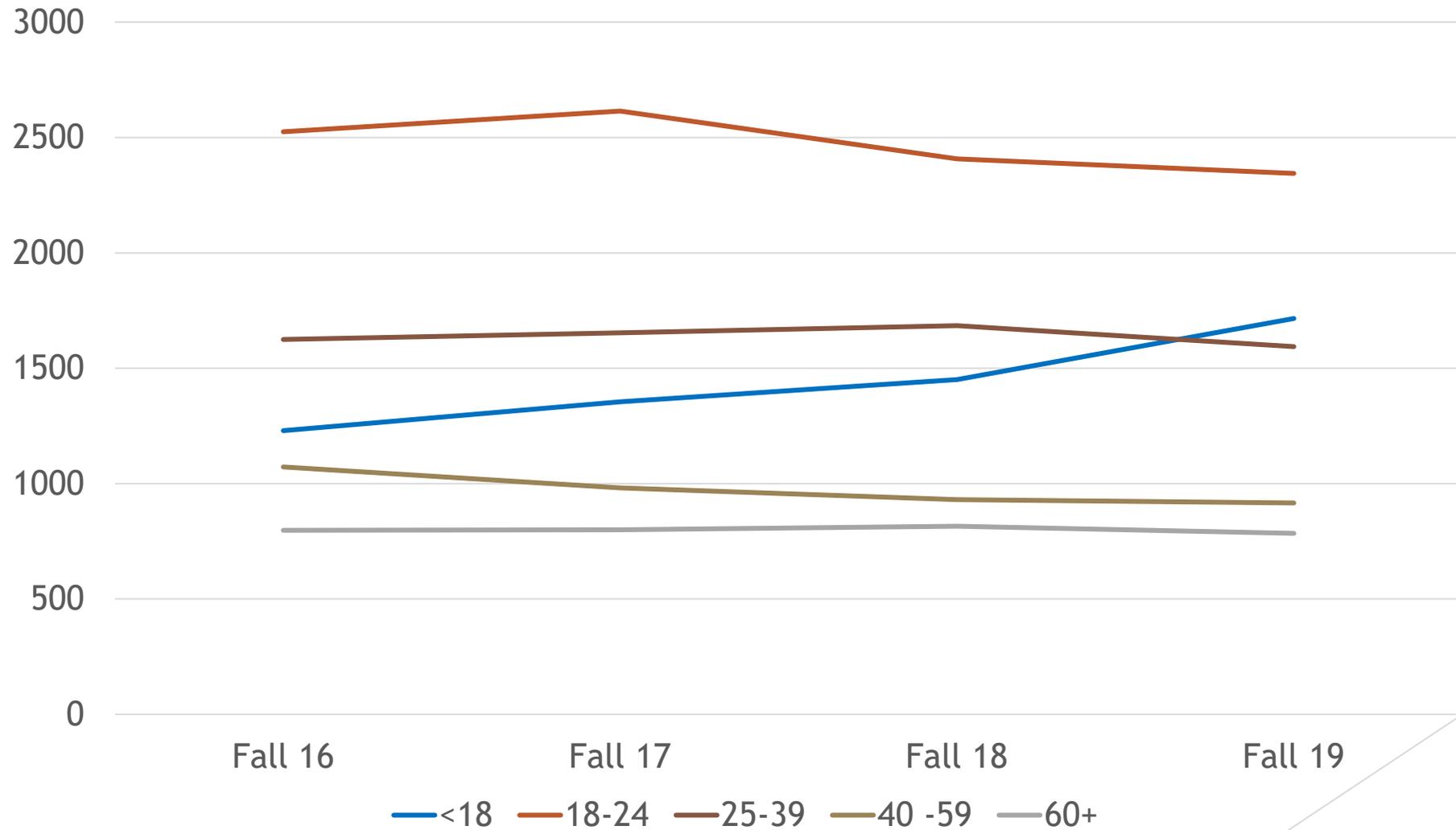
For the period July 1, 2019, through August 31, 2019, Plant Fund reserves have exceeded the DGB's \$1,000,000 designated reserve and are currently below the amount of monies needed to cover the next twenty-two months of CIP that have been approved by the DGB.

Benchmark: Budget To Actual Reporting					
				Expense	Prior
	Frequency	Fund	Function	Category	Year
Central	Monthly	GF/Aux		GF/Aux- Top 2	Yes
Cochise	Monthly	GF/Plant	GF	GF- top 10	Yes
Coconino	Quarterly	All		GF- top 10	Yes
Eastern	Monthly	All		All- Top 2	
Maricopa	Monthly	GF/Plant	GF	GF- top 10	
Mohave	Monthly	GF/Plant	GF/Plant	GF- top 10	Yes
NPC	M- In arrears	All		All- Top 2	
Pima	M- In arrears	All	GF	All - Top 3	Yes
Western	Monthly	GF/Plant		GF/Plant	Yes
Yavapai	Monthly	All	All	*	**
* Will add Top 10 in Nov DGB					
** Will add in Nov DGB					
GF= General Fund					
Top 2 = Salary & Benefits, Operating Expenses					
Top 3 = Salary & Benefits, Services & Supplies, Other					

Total Enrollment (SCH and Headcount)



Age vs. Headcount



Presenter : Ray Sigafoos

Start Time : 1:51 PM

Item No : 14

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/23/2019

Item Type : Information Item

Policy No.	Description	Ref No
2.8	The President shall not permit the Board to be uninformed or unsupported in its work. Further, without limiting the scope of the above statement by the following list, the President shall not:	764197

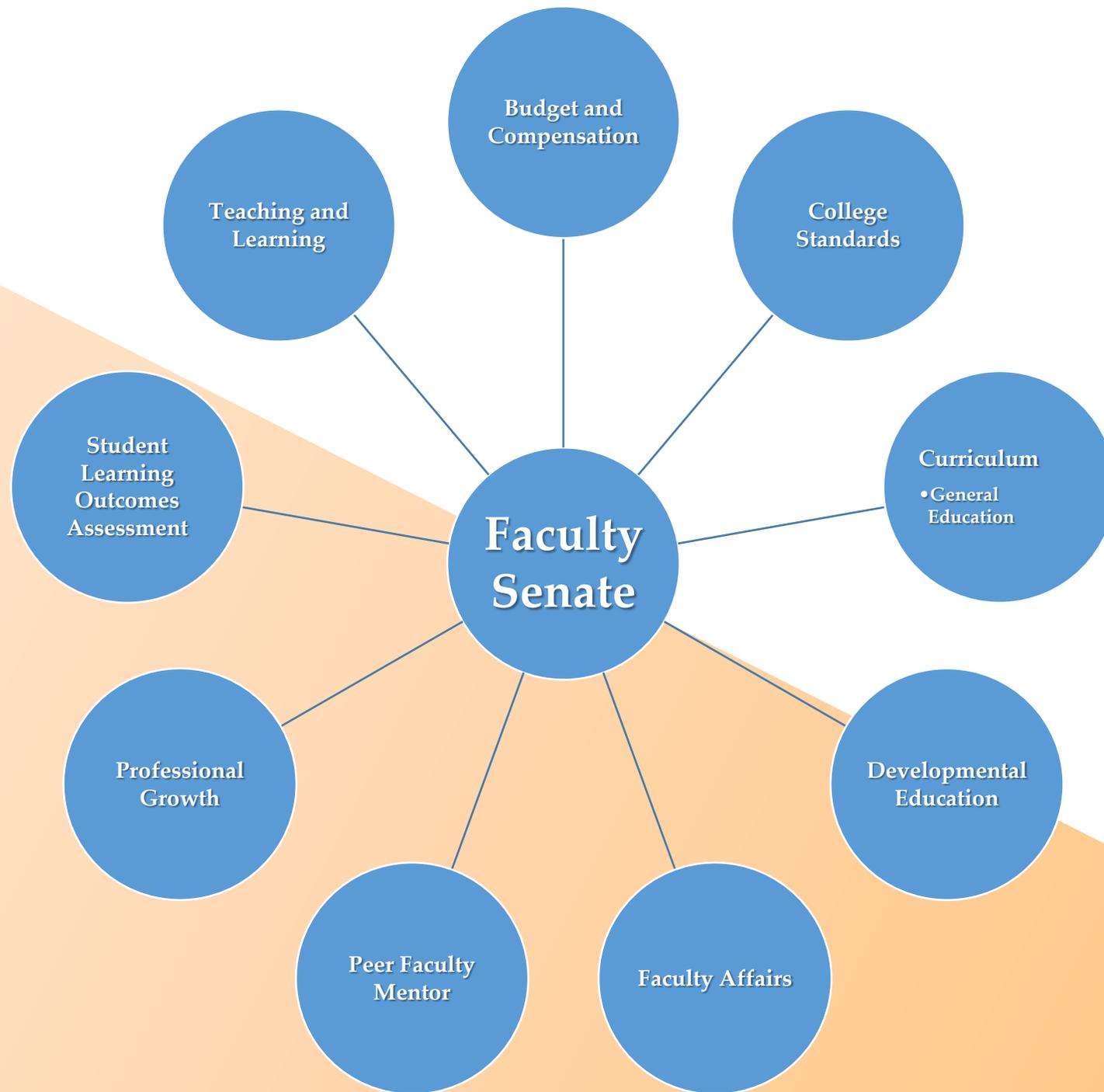
Description : Update on the Faculty Senate - INFORMATION AND/OR DISCUSSION

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

- Faculty Senate Update - Dr. Jennifer Jacobson, Faculty Senate President

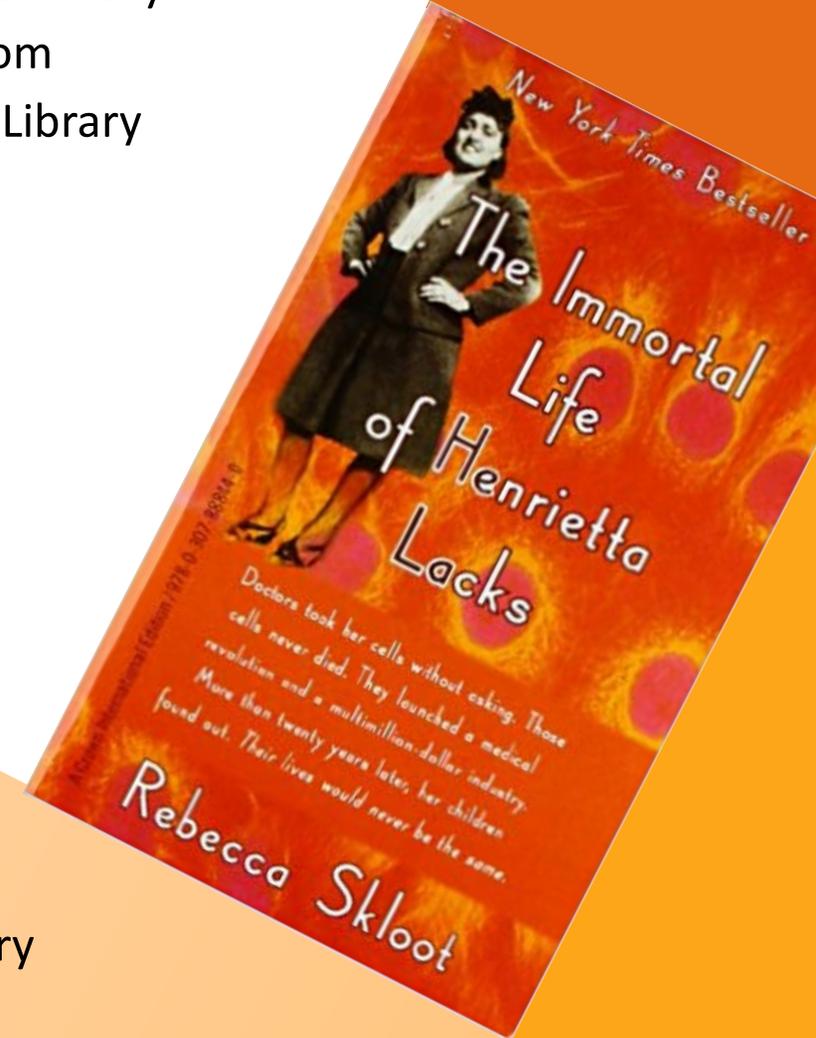
Attachments :

Title	Created	Filename
Faculty Senate Update	Oct 01, 2019	Faculty Senate Powerpoints.pdf



Riders Read Events, Fall 2019

- 4-Sep DGLS: An Ethical Approach to Science and Medicine – Prescott Campus Library
- 11-Sep *The Immortal Life of Henrietta Lacks* film – VV Campus Community Room
- 18-Sep DGLS: Women of STEM: Ancient, Past, and Present – Prescott Campus Library
- 30-Sep Pizza and Book Discussion – Marapai Dorm lounge
- 9-Oct OLLI Book Discussion – Sedona Center
- 14-Oct Roughrider Roundtable - Prescott Campus
- 16-Oct Race and Ethnicity Book Discussion – Prescott Campus Rider Diner
- 17-Oct DGLS: Free Will and Other Fantasies – Prescott Campus Library
- 23-Oct Medicine and Ethics Book Discussion – Prescott Campus Library
- 28-Oct Race and Ethnicity Book Discussion – VV Campus Library
- 28-Oct Pizza and Book Discussion – Marapai Lounge
- 29-Oct *The Immortal Life of Henrietta Lacks* film – Performing Arts Center
- 5-Nov DGLS: Healthy Boundaries in Everyday Life – Prescott Campus Library
- 7-Nov Science, Research and Ethics Book Discussion – VV Campus Library
- 12-Nov Science, Research and Ethics Book Discussion - Prescott Campus Library
- 13-Nov DGLS: Healthy Boundaries in Everyday Life – VV Campus Library
- 14-Nov Medicine and Ethics Book Discussion – VV Campus Library



Presenter : Ray Sigafoos

Start Time : 2:01 PM

Item No : 15

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/26/2019

Item Type : Policy & Decision

Policy No.	Description	Ref No
2.5	With respect to the actual, ongoing financial conditions and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board-stated Ends priorities. Further, without limiting the scope of the above statement by the following list, the President shall not:	764182

Description : For Consideration for Approval of Proposed Scholarships, Tuition and Fees for Fiscal Year 2019-2020 - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : Dr. Clint Ewell, Vice President of Finance & Administrative Services will present the FY 2019-2020 Proposed Scholarships, Tuition and Fees.

Attachments :

Title	Created	Filename
FY21 Tuition & Scholarship Proposals Powerpoint	Oct 03, 2019	Tuition proposal FY21r1.pdf

FY21 Tuition & Scholarship Proposals

Prepared for the District Governing Board

October, 2019

New Budget Timeline

- Traditional

- January Assumptions
Workshop
- February Tuition
- March Capital
- April Draft
- May Final

- New

- Oct Assumptions
Tuition
- January Workshop
- Mar Capital
- April Draft
- May Final

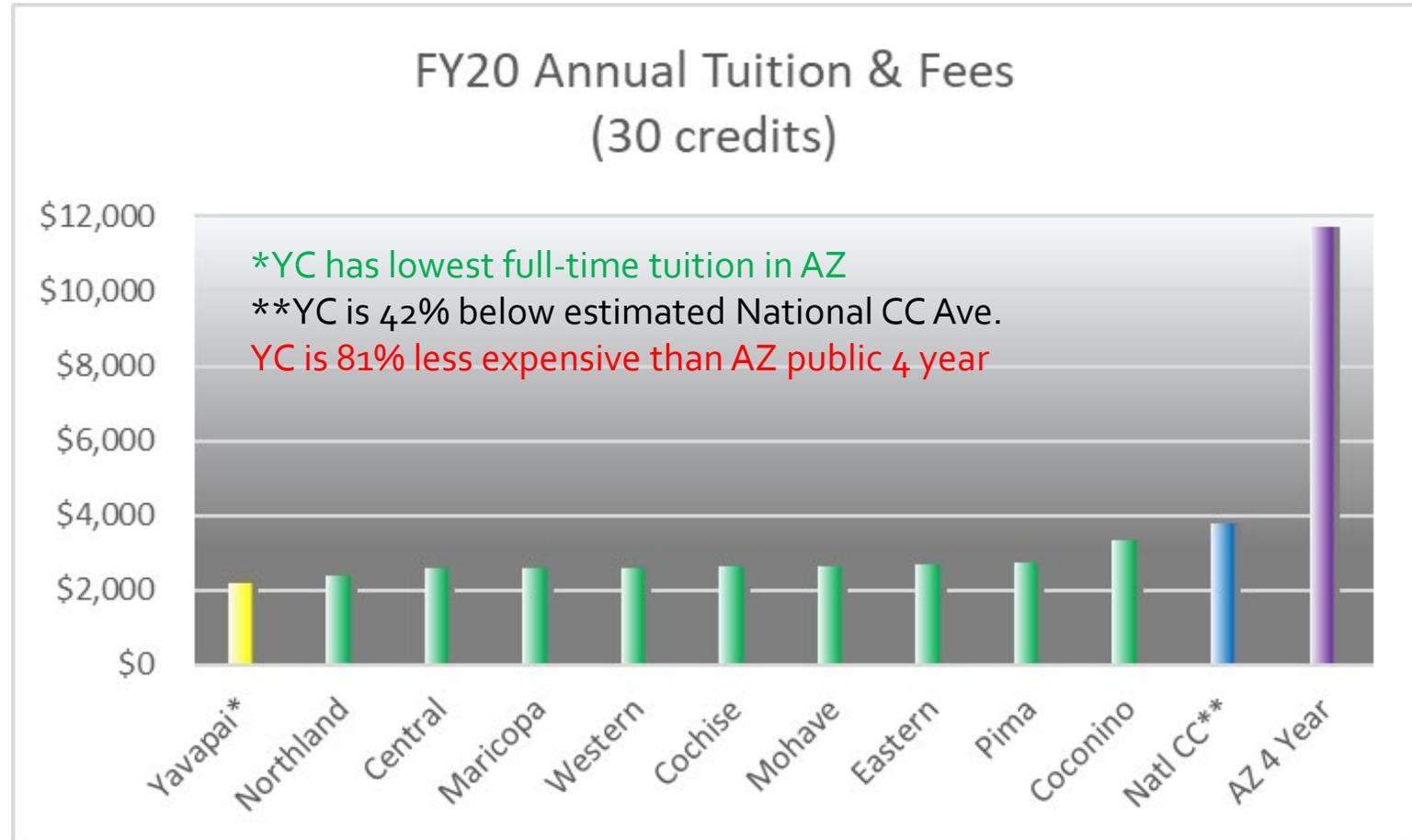
FY2021 Budget Assumptions

<u>Change in Revenues</u>		
Property Tax		
New Construction	\$	1,000,000
Additional Levy	\$	-
Tuition & Fees		
Rate	\$	500,000
FY20 Enrollment	\$	(100,000)
State Appropriation		\$ (15,800)
Total Revenues	\$	1,384,200
<u>Change in Expenses:</u>		
Fixed Costs		
3% Salary / Fringe	\$	1,078,000
5% Health Ins	\$	191,000
Market Comp Adjust	\$	50,000
Scholarship Adjustments	\$	10,000
New Scholarships	\$	55,200
Total Expense	\$	1,384,200
<u>Excess/(Shortfall)</u>		\$ -

Pricing Goals

- **Be transparent**
 - Very few course/program fees
- Remain **price-competitive**
- **Be Accessible**
 - Keep price affordable
 - i.e. reflect lower county wages
- **Support strategic initiatives**

Competitive and Accessible



Per US Census, average county income is 16% below national average
For part time students, YC tuition is 28% below national average

Tuition & Fee Recommendations

- **In-State**
 - 3 Tiers
 - 1: General Education
 - 2: Lab Based
 - 3: CTE/ Allied Health
 - **Market Based**
 - **General Fees**
 - Course Fees
 - **Discounts**
- **Out-of-State**
 - WUE
 - Regular
- **Auxiliary Services**

In-State Tuition

- **In-State**
 - Tier 1: +\$4
 - Tier 2: +\$5
 - Tier 3: +\$6

In-State Tuition

- **Market Based**
 - AVT: \$ 0
 - CTD \$ 0
 - EMS: \$ 0
 - FSC105: \$ 0
 - GST: \$ 0
 - NUR: \$ 0
 - RAD: \$ 0

Other Fees

- We have very few fees

- **No**

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

- **Yes**

- Nursing Application
- CLEP Exam
- Credit by Exam
- International
- Official Transcript
- Placement Retest
- Proctor Fee Non-YC
- Smoking Violation
- Replacement Diploma

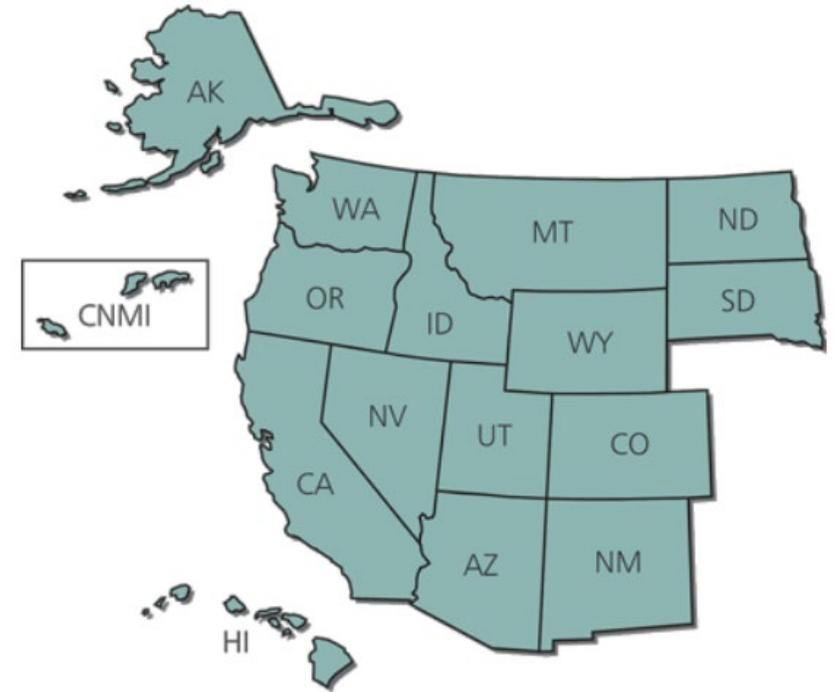
- Animal – NEW
- CTD- Test Fees

Course Fees

- Aviation (pass through)
 - Helicopter: 0%
 - Fixed Wing: +19.6%*
 - Change in flight hours per FAA
 - * +9.8% until change approved by FAA

Out-of-State Tuition

- WUE: \$6-\$9
 - Students from Western states pay 150% of in-state rates
 - Market-based programs are **NOT** eligible (AVT, CTD, EMS, FSC, GST, NUR, RAD)



Out-of-State Tuition

- Standard Rate (non-WUE):
 - 1-6 hours: \$6-\$9
 - WUE Rate
 - 7+ hours: \$11

Auxiliary Services

- Residence Halls: 0%
 - Includes parking, laundry, internet, utilities, security
- Meal Plans: +3%
- Family Enrichment Center: +3%

Discounts

- Dual Credit
 - Remain at \$10/ credit
- Senior Citizen
 - Remain at 25% Discount
 - Allow earlier registration, but after degree-seeking
- Full Time Student
 - Recommend 16+ free
- Promise

Request Approval

- In-State
 - 3 Tiers
 - Tier1 +\$4
 - Tier 2 +\$5
 - Tier 3 +\$6
 - Market Based
 - No changes
 - General Fees
 - Animal
 - CDT
 - Discounts
 - Dual Credit- no change
 - Senior Citizen
 - Same rate, early register
 - Promise
 - Same
 - Full time
 - 16+ Free
- Course Fees
 - AVT:
 - Rotor 0%
 - Fixed +16%*
- Out-of-State
 - WUE: \$6-\$9
 - Regular
 - 1-6 \$6-\$9
 - 7+ \$11
- Auxiliaries
 - Food 3%
 - Residence Halls 0%
 - FEC 3%

2.1 Treatment of Employees

The President shall not cause or allow a workplace environment that is unfair, disrespectful, or unsafe. Further, without limiting the scope of the above statements by the following list, the President shall not:

2.1.1 Human Resource Policies

Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievance and emergency situations, and protect against wrongful conditions.

2.1.1.1 Harassment Protection

Permit staff to be without adequate protection from harassment.

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.1 and its sub-policies, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.1 and its sub-policies.

2. If Board intends to not accept Monitoring Report:

-If for Unreasonable Interpretation:

We have read the President's monitoring report regarding Policy 2.1 and its sub-policies and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.1 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.1 and its sub-policies [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 2.1 and its sub-policies and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.1 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.1 and its sub-policies [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
2.1,2.1.1,2.1.1.1 Exec. Limitations Interpretations Resubmission OCT 2019	Sep 25, 2019	2.1 2.1.1. 2.1.1.1. Exec Limitations Interpretation resubmission for OCT 2019 (002).pdf
Re-Submission Compilation Report 2.1	Oct 03, 2019	2.1 Compilation October 2019.pdf

Monitoring Report
Executive Limitations 2.1-Treatment of Employees
September 2019

Executive Limitations Policy 2.1 Treatment of Employees

The President shall not cause or allow a workplace environment that is unfair, disrespectful, or unsafe.

President's Interpretation:

- *Cause* shall mean to knowingly engage in activity with intent to harm the reputation of the college
- *Allow* shall mean to permit another to act with full knowledge of activity and of implications of harm to the college
- *Unsafe* workplace environment shall mean practices or facilities that are known to cause physical or emotional harm to employees
- *Unfair* workplace environment shall mean practices or facilities that do not allow equal access and treatment to all employees
- *Disrespectful* shall mean practices that are insensitive to age, differing races, ethnicities, gender or abilities of employees

Indicators of Compliance:

1. Workplace policies and procedures exist that address equitable treatment of employees, employee expectations and behaviors and workplace safety and are reviewed regularly and revised as needed
2. Corrective actions are taken to address performance issues or terminate employment when necessary
3. Offenses involving students, faculty, staff or the general public on or contiguous to campus is reported and addressed within the confines of the law
4. Early alert systems are used for timely notification of unsafe conditions or changes in college operations impacting safety
5. Background checks are completed on new employees
6. Employee grievances are addressed utilizing the college's grievance procedures
7. Worker's Compensation claims are filed and injured seek treatment as needed
8. Employees are offered and complete trainings related to workplace environment, equitable treatment and safety
9. Third-party measures of employee satisfaction report favorable workplace conditions

The college provides a policy manual that is accessible to all employees and external constituents through the College website at <https://www.yc.edu/v6/policies/>

1. Workplace Policies and Procedures are Available to All Employees

The policy manual includes the following sections:

- 1.0: District Governing Board
- 2.0: Human Resources
- 3.0: Academic Systems
- 4.0: Student Policies
- 5.0: Administrative
- 6.0: General Operations
- 7.0: Finance
- 8.0: Development
- 9.0: External Relations
- 10.0: General (policies that apply to students, employees, and visitors)

2. Policies and Procedures that Address Equitable Treatment of Employees

Several policies address equitable treatment of all employees. These include:

- 2.17: Total Compensation
- 2.27: Americans with Disabilities (ADA) Policy
- 2.29: Recruitment and Selection
- 2.45: Separation from Employment
- 10.00: Anti-Discrimination Policy

Together these policies outline the approach Yavapai College takes to ensure equity in hiring, compensation, and termination; and to maintain a discrimination free environment.

3. Policies and Procedures that Address Employee Expectations

Together, the following policies outline the minimum expectations Yavapai College has regarding employee ethical behavior, responsibilities, and behaviors; supervisor feedback and performance management procedures; and corrective action procedures to address poor performance, inappropriate behavior, and ethical lapses

- 2.04: Performance Management
- 2.20: Code of Ethics
- 2.21: Performance Expectations and Corrective Action

In addition to college-wide policies, individual departments may have handbooks and procedures that further establish employee expectations. For example, the Nursing Department maintains a handbook outlining the expectations of nursing faculty in relation to clinical sites and Board of Nursing licensure requirements. The Family Enrichment Center (FEC) handbook outlines behavioral expectations of teachers related to the FEC philosophy for correcting behavior of children.

Performance Management/Corrective Action Trends

Year	Number of Employee Relations Issues	
2016-2017	28	2.2%
2017-2018	30	2.5%
2018-2019	27	2.2%

Involuntary Termination Trends

Year	Number of Involuntary Terminations	
2016-2017	7	16%*
2017-2018	3	6%*
2018-2019	5	6%*

**of total separations*

4. Policies and Procedures that Address Workplace Safety

Safety of students, employees, and visitors both on campus and in the on-line environment are of the utmost importance. There are a wide range of policies that provide for a safe work environment free from threats and hazards; and that protect the health of employees.

- 2.26: Zero Tolerance for Threats and Disruptive Behavior
- 2.32: Drug Free Workplace
- 2.33: Explosives, Fireworks, & Weapons
- 4.03: Registered Sex Offender
- 5.27: Technology Resource Standards

- 6.03: Keys and Building Security
- 6.04: Animal Control
- 6.11: Empowerment of the College Police Department
- 10.02: Alcohol on Campus
- 10.09: Smoking and Tobacco Use

Colleges are required to report crime statistics for offenses involving students, faculty, staff or the general public that occurred on campus-residential, on campus-non-residential, campus affiliated (any building or property owned or controlled by YC that is used in direct support of the institutions educational purposes) or public property contiguous to campus but not separated by a physical barrier. The YC Police Department gathers, compiles and reports the findings to the college community via this compliance document.



Yavapai College Police Department
1100 East Sheldon St.
Prescott, Arizona, 86301
928-776-2185



MEMORANDUM

2018 All Crime Statistics	Prescott	Res. Halls	CTEC	PV	CVAG	Verde	Sedona
Aggravated Assault	0	0	0	0	0	0	0
Arson	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0
Murder/Non-Negligent Manslaughter	0	0	0	0	0	0	0
Burglary:	1	0	1	0	0	0	0
Forcible Burglary	0	0	0	0	0	0	0
Non-Forcible Burglary	1	0	1	0	0	0	0
Attempted Burglary	0	0	0	0	0	0	0
Motor Vehicle Theft	2	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0
Sexual Offenses:	1	1	0	0	0	0	0
Rape (including Sodomy and Sexual Assault with a	1	1	0	0	0	0	0
Fondling	0	0	0	0	0	0	0
Incest	0	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0	0
Stalking	0	0	0	0	0	0	0
Domestic Violence	0	0	0	0	0	0	0
Indecent Exposure	1	0	1	0	0	0	0
Dating Violence	0	0	0	0	0	0	0
ARRESTS							
Liquor Law Violations	10	10	0	0	0	0	0
Drug Violations	5	5	0	0	0	0	0
Weapons Violations	0	0	0	0	0	0	0
NON-ARREST CAMPUS REFERRALS							
Alcohol	0	0	0	0	0	0	0
Drug Violations	0	0	0	0	0	0	0
Weapons Violations	0	0	0	0	0	0	0
HATE CRIMES							
Larceny	0	0	0	0	0	0	0
Vandalism	0	0	0	0	0	0	0
Intimidation	0	0	0	0	0	0	0
Simple Assault	0	0	0	0	0	0	0
OTHER CRIMES							
Larceny	6	0	1	0	0	0	0
Vandalism	1	0	1	0	0	0	0
Criminal Damage	3	0	0	0	0	0	0
Harassment	0	0	1	0	0	0	0
Theft	3	0	0	0	0	0	0

In addition to these policies, the Human Resources Department conducts background checks on all employees and volunteers to protect the safety of our employees, students, and community members on campus. Individual departments such as the YC Police Department, Nursing, Allied health, and Family Enrichment Center require state licensure or certification of select employees that include extensive background checks, finger-print clearance cards, and/or psychological evaluations.

Background Check Outcomes

Year	Number of Background Checks Run	Number of Hits	Number of Employees Not Hired as a Result
2017-2018*	414	12	5
2018-2019	405	13	5

**First year background checks became part of the hiring process.*

Further, without limiting the scope of the above statements by the following list, the President shall not:
2.1.1 Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievance and emergency situations, and protect against wrongful conditions.

President’s Interpretation:

Allow shall mean to permit with full knowledge

Indicators of Compliance:

We will know that we are compliant when:

1. Policies exist that outline employee grievance processes
2. Policies and procedures exist that outline emergency procedures for employees
3. The employee policies and procedures are reviewed regularly and revised as needed to ensure currency
4. Procedures are in place to deliver training on policy related topics and track employee participation in training to protect against wrongful conditions. One-hundred percent (100%) of employees will be offered training. Ninety percent (90%) of employees offered training will satisfactorily complete training modules within the year.

Evidence of Compliance:

6. Policies Exist that Outline Employee Grievance Processes

The employee grievance process is outlined for both faculty and staff in two policies:

- 2.37: Grievance (Faculty)
- 10.05: Student and Employee Grievance

Employee Grievance Trends

Year	Number of Grievances Submitted
2016-2017	0
2017-2018	1
2018-2019	1*

*Grievance did not involve unfair, disrespectful or unsafe treatment of employees.

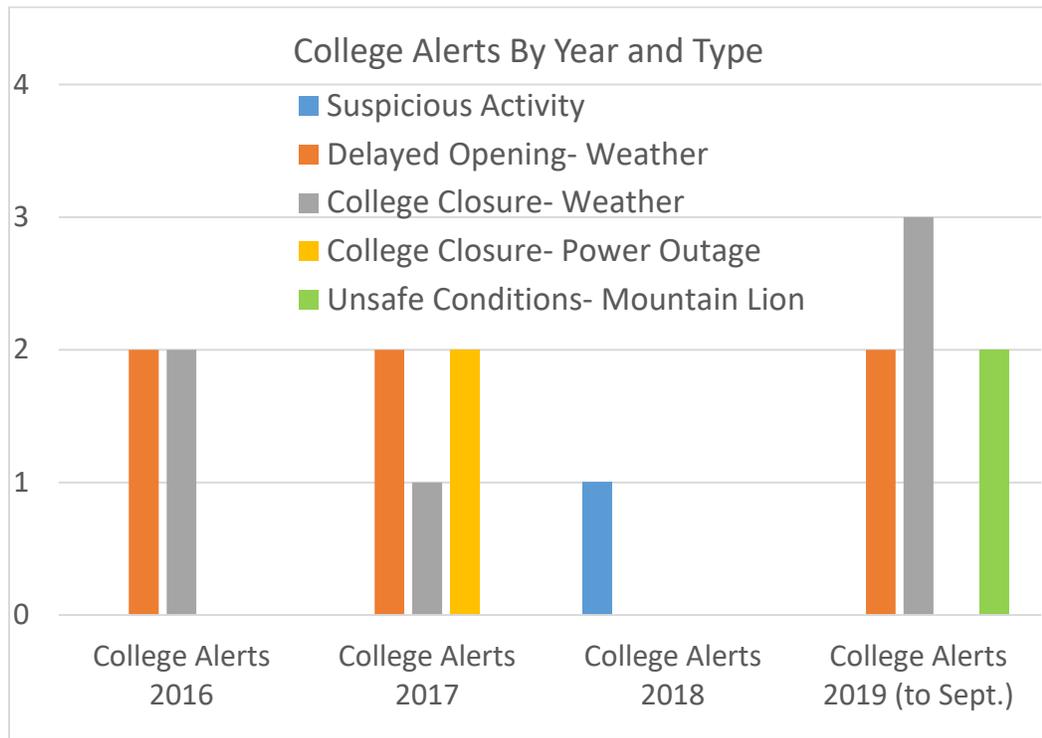
7. Policies and Procedures Exist that Outline Emergency Procedures for Employees

The Emergency Operations Center Policy Group consisting of the three Vice Presidents along with the Manager of Risk and Emergency Management, has established an Emergency Operations Plan to outline Command staff, and establish emergency procedures, and processes for different

incidences such as active shooter, snow closure, emergency power disruption, business continuity plan, to name a few.

Employees can sign up for text notifications through a downloadable app that also contains quick references to responding to different emergency scenarios around campus.

The College sends out real-time alerts to notify faculty, staff and students of unsafe conditions or changes in operations that may impact them. Below is a chart presenting college alerts that were sent out by year from 2016 to current date by type of alert sent.



Download the app from: <https://www.yc.edu/v6/facilities/risk.html>

In addition, each classroom and office on campus has an Emergency Response Guide prominently displayed that provides directions on responding to different emergencies.

View the Emergency Response Guide: <https://www.yc.edu/v6/facilities/docs/risk-management/ERG%20Yavapai%20wallchart%20-2nd%20Edition%20Final.pdf>

In addition to emergency campus procedures, the Risk Management website contains information on general safety topics including flood safety, extreme heat precautions, AED locations, blue-light phone locations, and several awareness videos about responding to campus emergencies. In 2018, Yavapai College won an Emmy Award promoting campus safety called, "[Campus Safety During an Alien Invasion.](#)"

In addition to the Risk Management Department, the Human Resources Department has developed a policy that outlines the steps an employee should take if they are injured on the job.

2.18: Worker’s Compensation

Worker’s Compensation Trends

Year	Accidents/Incident Reports Filed	
	Accident/Incident reports completed	Employees sought treatment
2016-2017	16	12
2017-2018	18	15
2018-2019	16	12

Individual campus centers and locations have developed emergency procedures that are site specific as well. For example, the Prescott Valley Center recently conducted a preliminary security assessment and worked with YCPD to provide specialized training at that site for active shooter scenarios.

8. Employee Policies and Procedures are Reviewed Regularly and Revised as Needed to Insure Currency

The college uses a shared governance approach to policy development and regular policy review. As the policy owners for the policy sections, Executive Leadership Team members review all new policies and existing policy revisions.

Once approved by the ELT, the new or revised policy is forwarded to the Policy Review Council (PRC) made up of 10 District-wide representatives including faculty, administrators, and staff and chaired by the Chief Human Resources Officer. This group reviews the new or revised policy and makes necessary changes. See PRC membership: <https://www.yc.edu/v6/policies/>

The new or revised policy is then presented to the President’s Leadership Cabinet for broader review and approval. After this review the new or revised policy is reviewed by legal counsel if needed, and the presented to the College President for approval.

Policy Committee Outcomes

Year	Number of Policy Revisions	Number of New Policies Created
2016-2017	7	0
2017-2018	7	0
2018-2019	7	3

Administrative policy and procedure writing guidelines, policy templates, and approval forms are included on the college website: <https://www.yc.edu/v6/policies/guidelines.html>

The Human Resources Department is responsible for maintenance of all policy originals, historical records of policies, and supporting documentation. The department also maintains the college policy website and communicates policy changes to employees.

9. Procedures are in place to deliver mandatory training on policy related topics and track employee participation in training to protect against wrongful conditions.

In addition to making policies readily available to employees, the college provides several touch points to insure employees are aware of their responsibilities related to maintaining an unfair, disrespectful, or unsafe environment.

A. New Employee Online Orientation and Policy Acknowledgement

As part of their onboarding activities, new employees complete a general online orientation.

<https://www.yc.edu/v6/human-resources/docs/yc-general-orientation.pdf>.

This orientation provides initial exposure to policies and procedures regarding sexual misconduct, emergency procedures, safety, and accident and incident reporting. In this orientation, employees are asked to locate the college policy website and read all of the Human Resources policies including the performance management policy. In addition, when a new employee first logs in to their email account on the employee portal, they are asked to acknowledge IT policies that protect the security of YC information and the identity of our employees and students.

B. New Employee In-Person Orientation

Every month, all new regular employees are invited to an in-person orientation conducted by the Human Resources Department. They are provided a recap of important policies, learn about mandatory training requirements, and answer specific questions from employees in attendance.

C. Mandatory Annual Online Compliance Training

Each year employees are required to take mandatory training selected by the Human Resources Department on policy related topics that protect against wrongful conditions. These trainings are assigned in August and must be completed by October of the same year. In addition, new employees are assigned these trainings within 30 days of their employment. The goal is that one-hundred percent (100%) of employees will be offered training and ninety percent (90%) of employees offered training will satisfactorily complete training modules within the year. For the Fiscal Year 2018 these goals have been exceeded.

Training Module	# FT & PT Completed	% FT Completed
Bridges: Taking Action (Harassment)	1764	99.3%
Code of Conduct: Business Ethics	1808	99.6%
Code of Conduct: Data Security	1764	99.8%

In addition, two courses were assigned to select employees in student development, instruction, and the business office to provide knowledge of federal laws related to student information and financial information:

Training Module	# FT & PT Completed	% FT Completed
FERPA Basics	883	99.8%
Red Flags of ID Theft: Identity Theft	166	100% ¹

¹% assigned who completed

Also, supervisors, in addition to the above courses, are required to take additional courses

Training Module	# Supervisors Completed	% Supervisors Completed
Accommodating Disabilities	130	99.2%
Diversity and Inclusion	140	99.3%

The college had near 100% completion on these courses for the Fiscal Year 2018 year, well above the goal of 90%.

Online Safety Training

In Fiscal Year 2018, the college introduced mandatory Safe College Training in order to fulfill national OSHA training standards. These online courses were completed by 100% of the assigned employees and included:

Training Module	% Assigned Completed
Campus Emergency – Do You Know What to Do?	100%
Workplace Injury Prevention	100%
Fire Extinguisher Safety	100%
Workplace Violence	100%

***Historical data not available as 2018 was year one.**

2.1.1.1 Permit staff to be without adequate protection from harassment.

President's Interpretation:

Permit shall mean to allow another to act with full knowledge of activity and of implications of harm
Harassment shall mean a pattern or course of conduct of using abusive words, gestures and/or actions directed at a specific person for the purpose of causing that person substantial emotional distress and alarm

Indicators of Compliance:

We will know that we are compliant when:

1. Policies and procedures exist that address staff harassment in the workplace
2. All (100%) employees are included in training opportunities on understanding workplace harassment

Evidence of Compliance:

1. **Policies and procedures exist that address staff harassment in the workplace**
There are several policies that directly address harassment in the workplace. These include:
 - 2.26: Zero Tolerance for Threats and Disruptive Behavior
 - 10.06: Anti-Discrimination
 - 10.07: Sexual Misconduct
 - 10.08: Prohibited Harassment
2. All (100%) employees are included in training opportunities on understanding workplace harassment
The annual online compliance course Bridges: Taking Action is focused on harassment. This course leverages a combination of interactive scenarios, video, and real cases to ensure that faculty and staff get the appropriate information and practice doing their part to end harassment on campus and create a workplace that is free of harassment and discrimination. This course is distributed to all employees in August with a completion date in October. Tracking is done to ensure compliance. For the Fiscal Year 2018, YC employees had near 100% completion for this course.
3. In 2015, the college conducted a third-party employee satisfaction survey which contained seven measures related to the treatment of employees.

The Chronicle Great Colleges to Work For 2015

ModernThink	Overall		Benchmarks		Job Category			Job Category			Job Category			Job Category			Job Category		
	Positive Response	Negative Response	2015 Honor Roll 3,000-9,999	2015 Carnegie Assoc	Administration	2015 Honor Roll 3,000-9,999	2015 Carnegie Assoc	Faculty	2015 Honor Roll 3,000-9,999	2015 Carnegie Assoc	Adjunct Faculty	2015 Honor Roll 3,000-9,999	2015 Carnegie Assoc	Exempt Prof'l Staff	2015 Honor Roll 3,000-9,999	2015 Carnegie Assoc	Non-exempt Staff	2015 Honor Roll 3,000-9,999	2015 Carnegie Assoc
ModernThink Higher Education Insight Survey 2015 Yavapai College Job Category Benchmark Spreadsheet																			
"The institution takes reasonable steps to provide a safe and secure environment for the campus.	89	2	90	85	96	89	90	86	89	82	*	100	91	86	90	86	94	94	85
"Our orientation program prepares new faculty, administration and staff to be effective.	65	8	66	56	74	67	57	58	65	55	*	83	68	61	60	54	66	78	58
"Overall, my department is a good place to work.	93	1	92	85	100	94	89	91	91	85	*	100	85	90	92	85	94	86	82
"In my department, we communicate openly about issues that impact each other's work.	78	7	80	73	96	90	82	63	80	72	*	81	68	75	77	73	83	72	66
"This institution's policies and practices ensure fair treatment for faculty, administration and staff.	73	7	78	66	77	87	79	72	77	63	*	90	72	67	76	64	88	72	62
"This institution has clear and effective procedures for dealing with discrimination.	87	3	92	83	96	93	88	79	92	82	*	100	88	86	89	83	94	94	82
"At this institution, people are supportive of their colleagues regardless of their heritage or background.	94	0	88	85	100	90	89	88	88	86	*	96	88	94	89	84	94	86	80
Total number of survey respondents (141)					27			36			4			53			18		

For the 2019-2020 year an employee survey will be conducted by a third-party vendor in late October with results shared across the college beginning in January 2020. Sample questions related to the treatment of employees may include:

- I think harassment is a problem at the college
- I am able to report incidents of harassment without retribution
- The college disseminates institutional policies relating to harassment
- This institution demonstrates a commitment to employee safety
- I am satisfied with the security measures in place at my institution
- I feel safe in my work environment

President's Conclusion

As evidenced above, I believe that all the necessary policies, processes and procedures are in place and we've exceeded our training goals so, therefore, I report compliance. In addition to the above evidence and interpretation related to Executive Limitation 2.1: Treatment of Employees, in the first six months of my employment I conducted listening tours of employees across the entire organization. This approach goes above and beyond ensuring policies are in place and training is conducted and focuses on gauging employee morale, productivity and health of the employee work environment. In essence, it is an attempt to ensure that the policies in place and training received is indeed being practiced and employees report that they are treated fairly, respected and safe when at work and performing their assigned roles.

In response to my findings during the listening tour, one of my priorities is to insure we have a positive working environment for all employees. We are addressing the issues of concern and building on the strengths, which are many, within the college. We can't address everything all at once but we are going to begin and over time will get to a place where we can confidently say that we are a healthier institution than we were in January 2019 when I started. I look forward to sharing the results of my efforts in 2020 in the 2.1 monitoring report.

In my experience, once organizational health is properly understood and areas of concern addressed, it provides the greatest opportunity for organizational improvement and competitive advantage. Most organizations exploit only a fraction of the knowledge, experience and intellectual capital that is available to them. But the healthy ones can tap into almost all of it. By working to understand the organization's health and working to improve the employee experience, we are building a solid foundation upon which we can begin our strategic planning processes and improve the probability that we will be able to execute and carry our plans at the highest possible levels.

I report compliance.

Re-Submission of Presidential Monitoring Worksheet for Executive Limitations Policies
Policy 2.1 – Treatment of Employees
Re-Submission Compilation - October 2019

Executive Limitation 2.1	Treatment of Employees The President shall not cause or allow a workplace environment that is unfair, disrespectful, or unsafe. Further, without limiting the scope of the above statements by the following list, the President shall not:	
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 the Executive Limitations policy?	YES 5	NO
Based upon your review of the monitoring report, should this Executive Limitations policy be amended?	YES	NO 5
Comments:		
Executive Limitation 2.1.1	Human Resource Policies Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievance and emergency situations, and protect against wrongful conditions.	
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 the Executive Limitations policy?	YES 5	NO
Based upon your review of the monitoring report, should this Executive Limitations policy be amended?	YES	NO 4
<p>*Board member Irwin did not answer the last question</p> <p>Comments: McCarver: I appreciate the additional data to support the enforcement of polices.</p>		

Executive Limitation 2.1.1.1	Harassment Protection Permit staff to be without adequate protection from harassment.	
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 the Executive Limitations policy? *Question was not answered by Board Member Sigafos	YES 4	NO
Based upon your review of the monitoring report, should this Executive Limitations policy be amended?	YES	NO 5
Comments:		

SHADED ITEMS should be discussed at the meeting.

Coordinators Comments: This worksheet was completed by all the board members.

Presenter : Ray Sigafoos

Start Time : 2:26 PM

Item No : 18

Proposed By : Ray Sigafoos

Time Req : 5

Proposed : 9/23/2019

Item Type : Monitoring & Decision

Policy No.	Description	Ref No
1.1	Students achieve their educational goals at an affordable price. This is the first priority.	669506
1.1.1	Job seekers have the qualifications, skills, and abilities to succeed.	287648
1.1.2	Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.	738123
1.1.3	Lifelong learners have access to a variety of learning opportunities.	586136

Description : Receipt of President's Monitoring Report - Ends Statements - 1.1
Education Ends - MONITORING, DISCUSSION, AND/OR DECISION

Details :

1.1 Education Ends

Students achieve their educational goals at an affordable price. This is the first priority.

1.1.1 Job Seekers Ends

Job seekers have the qualifications, skills, and abilities to succeed.

1.1.2 Transfer Student Ends

Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.

1.1.3 Lifelong Learners Ends

Lifelong learners have access to a variety of learning opportunities.

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 1.1 and its sub-policies and we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 1.1 and its sub-policies.

2. If Board intends to not accept Monitoring Report:

- If for Interpretation:

We have read the President's Monitoring Report regarding Policy 1.1 and its sub-policies and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 1.1 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 1.1 [at the X board meeting] [within X amount of months] that includes a new interpretation.

or If For Insufficient Evidence:

We have read the President's Monitoring Report regarding Policy 1.1 and its sub-policies and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 1.1 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 1.1 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
Monitoring Report Response 1.1,1.1.1,1.1.2,1.1.3	Sep 25, 2019	Monitoring Report Response 1.1 1.1.1 1.1.2 1.1.3 OCT 2019.pdf
1.1 Compilation Report	Oct 01, 2019	1.1 Compilation.pdf

President's Preliminary Monitoring Report End Statement 1.1 Education Ends October 2019

End Statement:

1.1 Students achieve their educational goals at an affordable price. This is the first priority.

President's Interpretation:

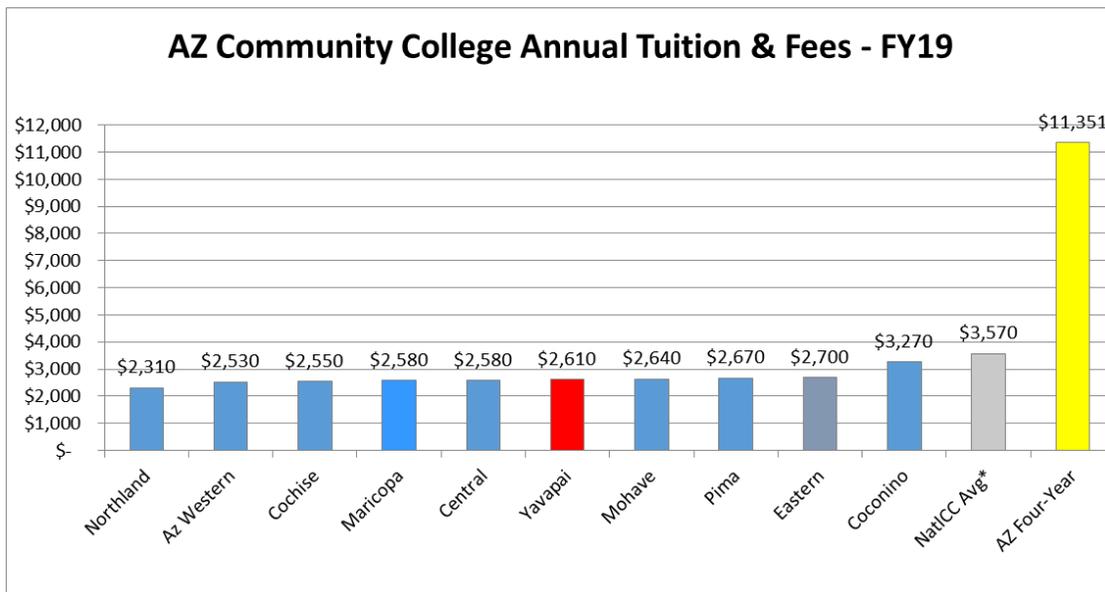
1.1 All Yavapai College students successfully complete their specific educational goals. These goals include: earning associate degrees for transfer to bachelor's degrees and/or into careers; obtain a GED; complete specific courses to prepare for transfer and/or job skill development and upgrading; and completing courses for personal enrichment and interest.

Supporting Evidence:

- The College provides credit and non-credit options for students to access courses and programs ranging from Adult Basic Education (ABE), career preparation, transfer to universities, and personal enrichment.
- The number of career and technical education students completing applied science associate degrees and certificates is summarized in the End Statement 1.1.1 monitoring report.
- The number of students completing associate degrees for transfer is summarized in the End Statement 1.1.2 monitoring report.
- Community member participation in credit and non-credit courses and programs for personal enrichment and interest is summarized in the End Statement 1.1.3 monitoring report.

This report addresses the College's progress on the vital projects as measured by the education Key Performance Indicators (KPIs).

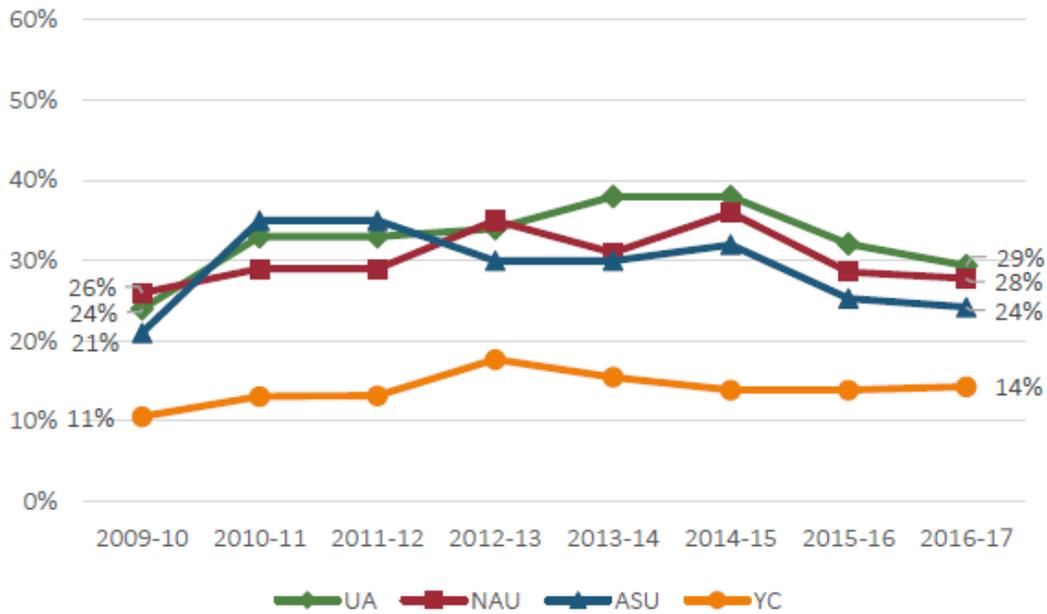
- Yavapai College annual tuition proves to be affordable ranking within the lower half of the Arizona community colleges in cost and 27% lower than the national community college average cost.
- When compared to the Arizona four-year universities, Yavapai College tuition is 77% lower in cost.



Source: AZ Community College BOC Tuition Survey 2018

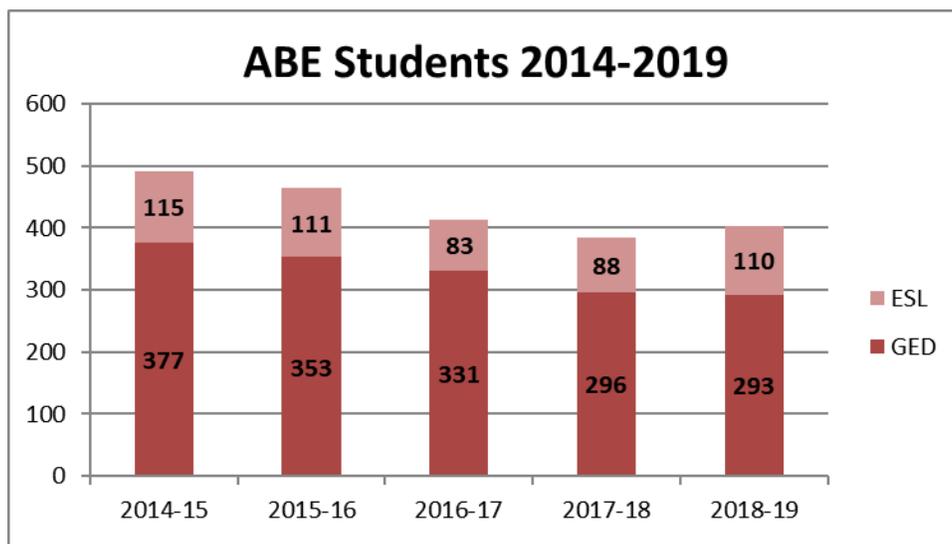
- At just under \$7,000 per year, the net price of attending YC is just 14% of the Yavapai County median household income. This rate is substantially lower than Arizona’s public universities (24-29%).

Cost of Attendance as a Percentage of Median Household Income

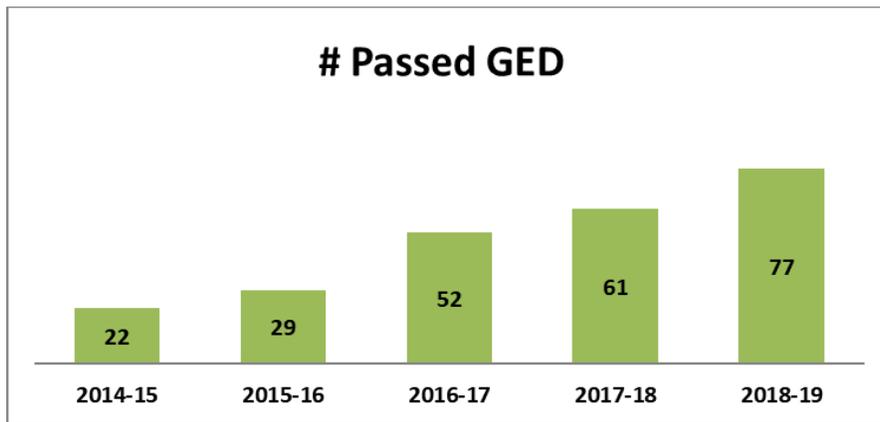


Source: Yavapai College 2019 Strategic Vision Outcomes Report

- The College served an average of 431 Adult Basic Education (ABE) students per year over the past five years with 78% working towards a GED and 22% focused on English language learning.
- There has been an average of 48 GED completers each year from the ABE program over the past five years¹.



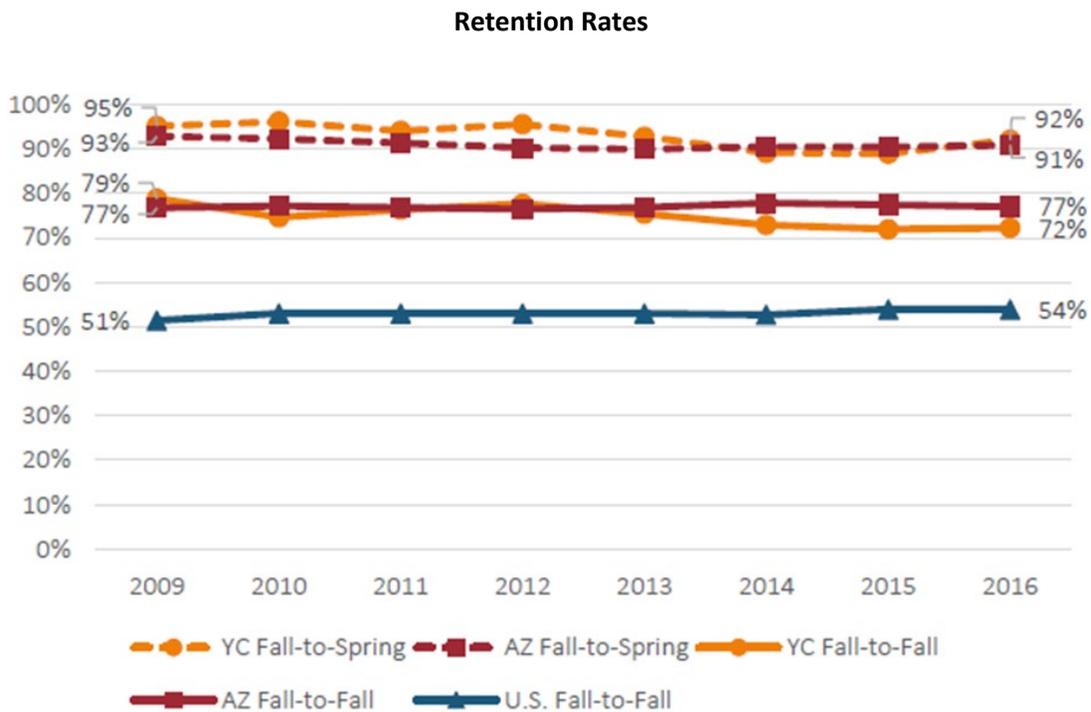
Source: ABE Program Federal Compliance Data



Source: ABE Program Federal Compliance Data

A key element in fostering student success is retaining students. Yavapai College tracks retention through its participation in Arizona Community Colleges Strategic Vision Report² and the federal Integrated Postsecondary Educational Data Survey³. Retention measures link directly to Board End 1.1.

- Ninety-two percent of YC’s 2016 Credential-Seeking Cohort (excluding those who transferred and/or earned a degree or certificate) persisted to spring 2017, and 72% of them returned the following fall. YC’s retention rates are substantially higher than national rates and slightly lower than the Arizona rate.



Source: Yavapai College 2019 Strategic Vision Outcomes Report

President’s Conclusion: I report compliance.

**President's Preliminary Monitoring Report
End Statement 1.1.1 Job Seekers Ends
October 2019**

End Statement:

1.1.1 Job Seekers have the qualifications, skills, and abilities to succeed.

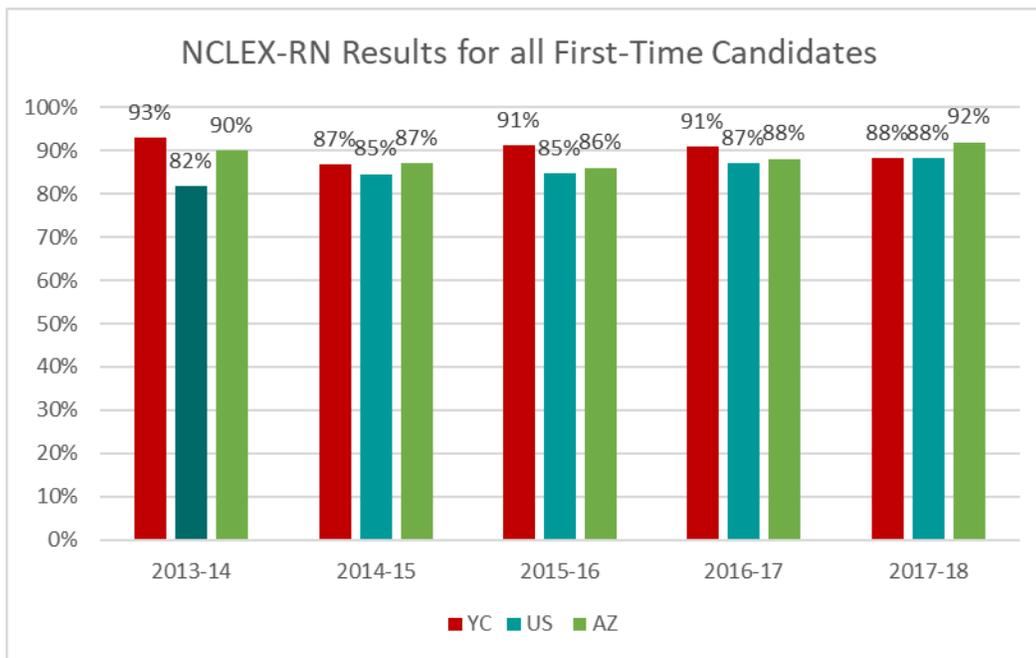
President's Interpretation:

1.1.1 Yavapai College will provide high-quality educational programs that meet industry needs and standards. This includes both transfer and career technical programs.

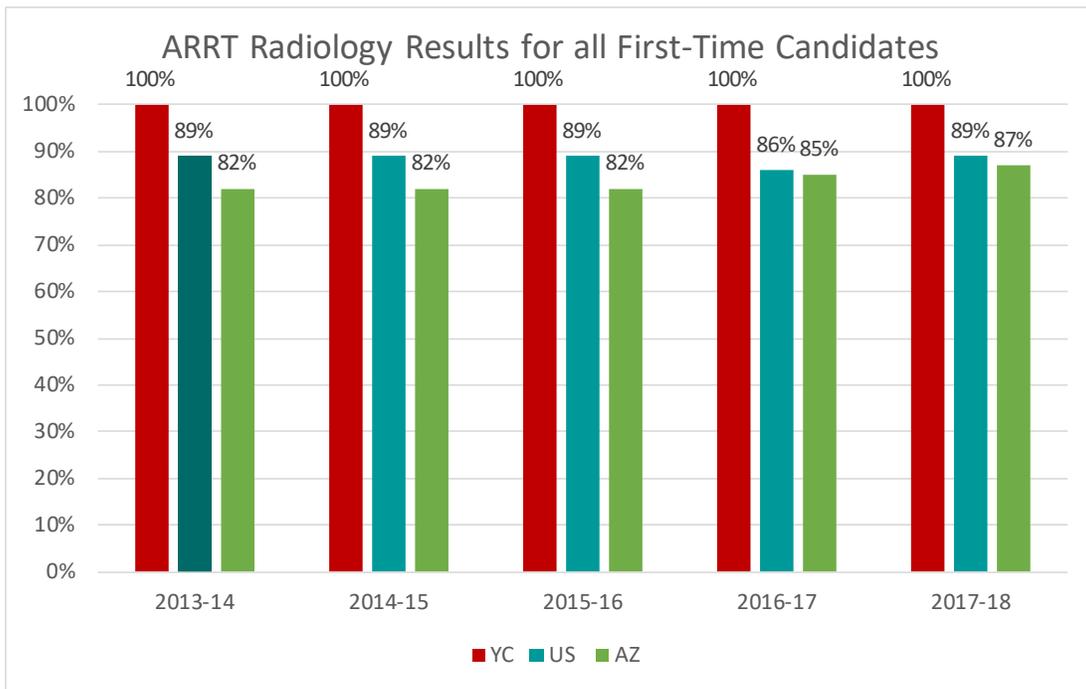
Supporting Evidence:

Career and Technical students' success measures tie directly to Board End 1.1.1.

- Yavapai College enjoys strong partnerships with Career Technical Education Districts within the county. Area High School students are afforded earlier (dual and concurrent enrollment) and increased opportunities to attain qualifications, skills, and abilities in technical fields.
- Yavapai College degree and certificate completers have licensure exams and industry certification pass rates that regularly are higher than state and national averages. This success is due, in part, to industry advisory boards that many of our Career and Technical programs utilize.



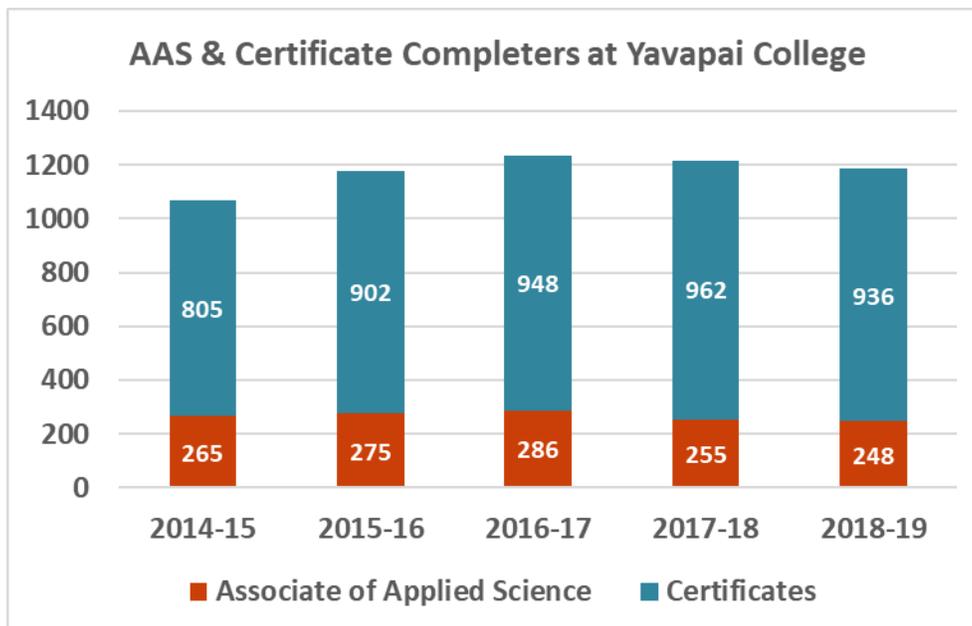
Source: National Council of State Boards, National Council Licensure Examination (NCLEX) 2018



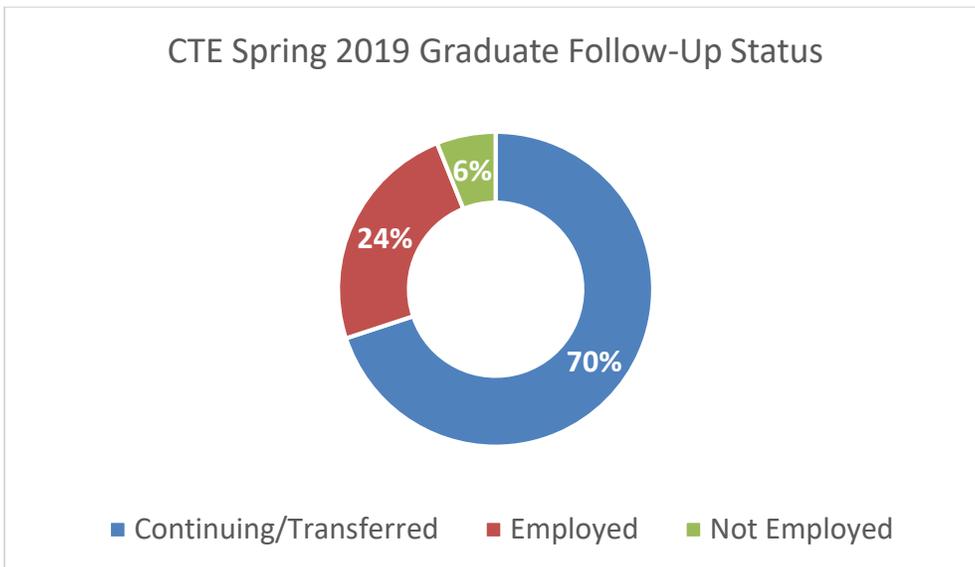
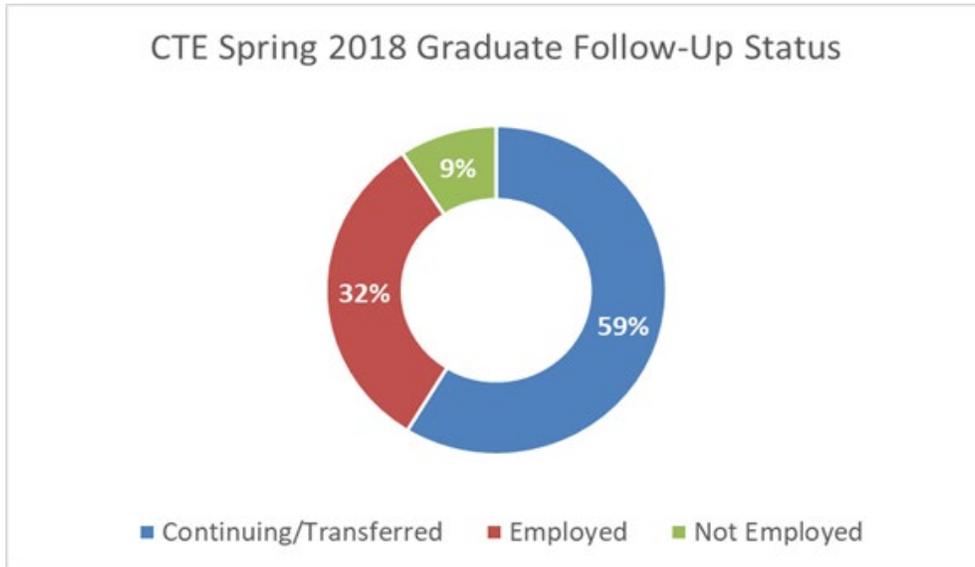
Source: American Registry of Radiologic Licensure Examination (ARRT) 2018

- Over the past five years, Yavapai College has averaged close to 1,200 students annually earning an AAS degree or certificate.

Compilation of AAS and Certificate Completers at Yavapai College:

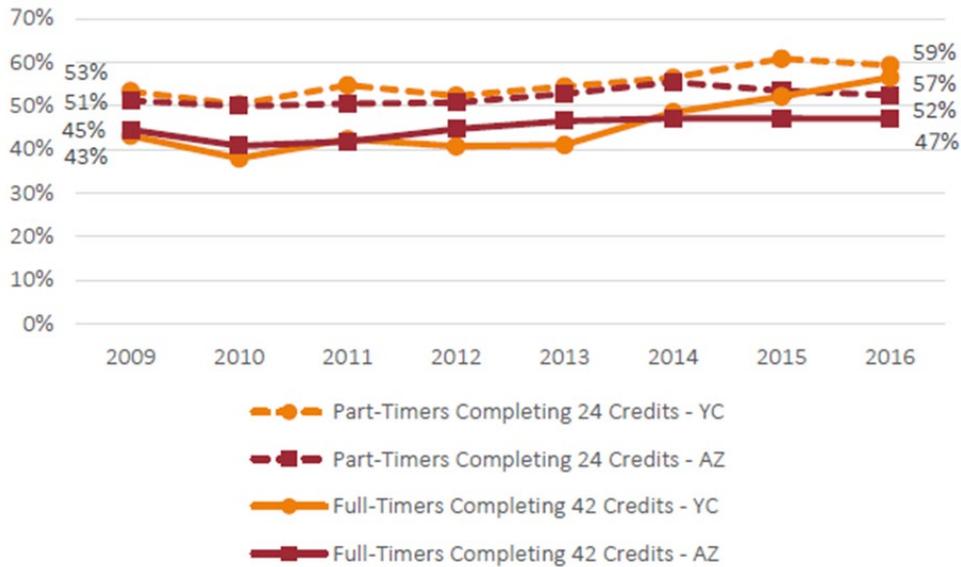


- Overall, 94% of spring 2019 Associate of Applied Science and Certificate recipients were continuing their education or employed within three months of graduation.



- By the end of their second year, 59% of part-time learners in YC's 2016 Credential-Seeking Cohort had completed 24 credits, and 57% of full-time learners in the same cohort had completed 42 credits.

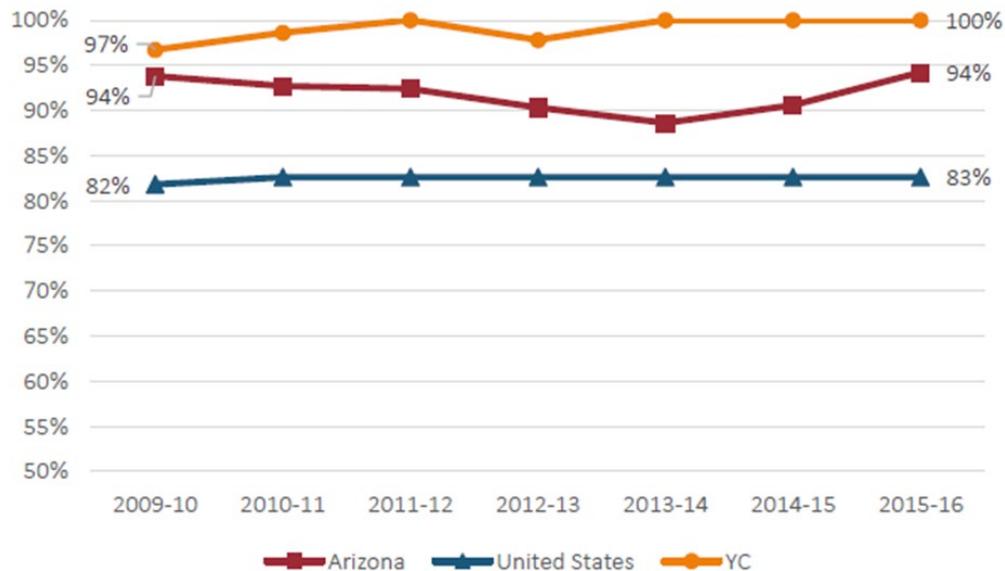
Percent of Learners Attaining Two-Year Credit Thresholds



Source: Yavapai College 2019 Strategic Vision Outcomes Report

- Of all learners in YC's 2015-16 Occupational Cohort who took a technical skill or end-of-program assessment up to one year after college exit, 100% passed the assessment and/or earned an industry-recognized credential.

Percent of Occupational Learners Earning Industry-Recognized Credentials



Source: Yavapai College 2019 Strategic Vision Outcomes Report

- Yavapai College offers degree and/or certificate programs training workers for 70% of the highest-demand occupations identified by the Arizona Department of Administration.

Highest-Demand Occupations in Yavapai County Requiring Postsecondary but Less than a Bachelor's Degree

- | | |
|---|--|
| ✓ Medical Assistants | ✓ Massage Therapists |
| ✓ Nursing Assistants | ✓ Automotive Service Technicians and Mechanics |
| ✓ Emergency Medical Technicians and Paramedics | ✓ Respiratory Therapists |
| ✓ Dental Assistants | ✓ Medical and Clinical Laboratory Technicians |
| ✓ Licensed Practical and Vocational Nurses | ✓ Radiologic Technologists |
| ✓ Dental Hygienists | ✓ Teacher Assistants |
| ✓ Phlebotomists | ✓ Veterinary Technologists and Technicians |
| ✓ Heavy and Tractor-Trailer Truck Drivers | ✓ Hairdressers, Hairstylists, and Cosmetologists |
| ✓ Heating, Air Conditioning, and Refrigeration Mechanics and Installers | ✓ Computer User Support Specialists |
| ✓ Medical Records and Health Information Technicians | ✓ Preschool Teachers, Except Special Education |
| ✓ Physical Therapy Assistants | ✓ First-Line Supervisors of Fire Fighting and Prevention Workers |
| ✓ Bookkeeping, Accounting, and Auditing Clerks | |

Source: Yavapai College 2019 Strategic Vision Outcomes Report

President's Conclusion: I report compliance.

**President's Preliminary Monitoring Report
End Statement 1.1.2 Transfer Students Ends
October 2019**

End Statement:

1.1.2 Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.

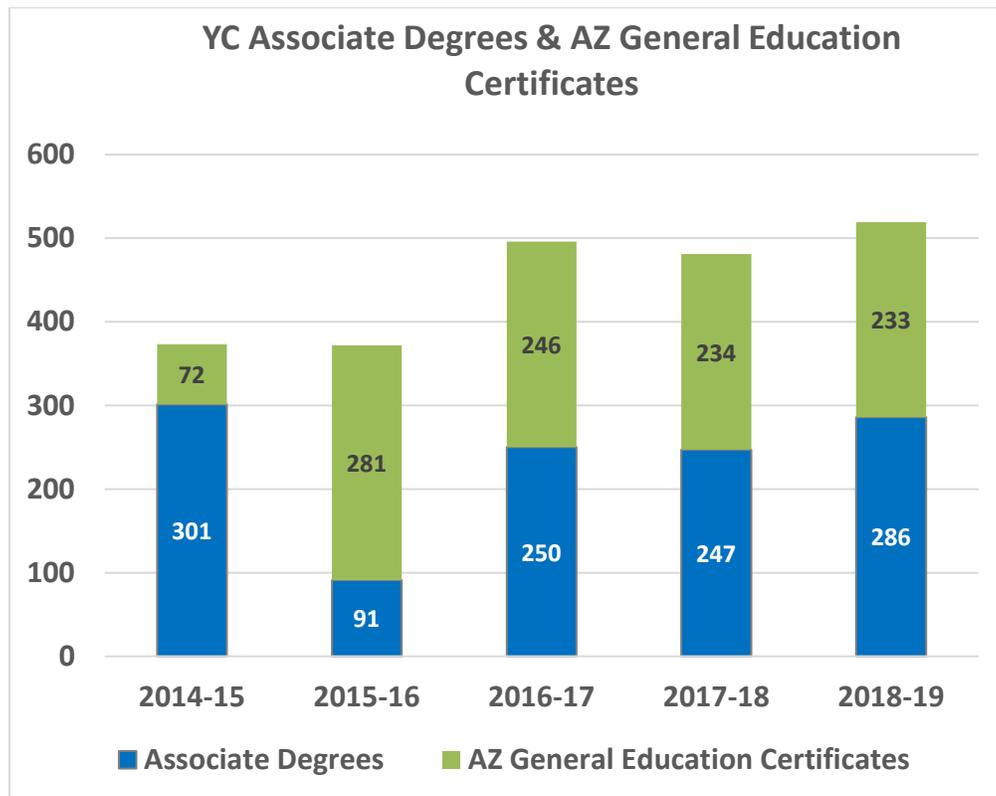
President's Interpretation:

1.1.2 Yavapai College will provide high-quality accredited degree and certificate programs that will transfer into and advance the completion of baccalaureate programs.

Supporting Evidence:

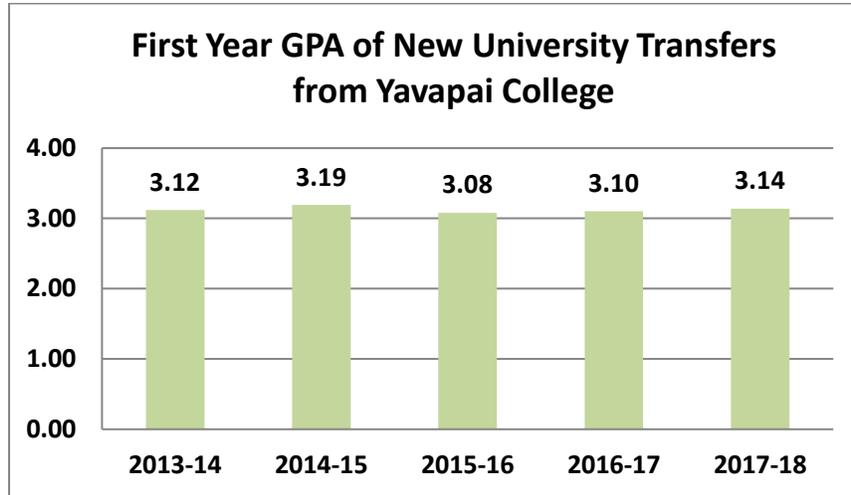
Transfers and Transfer degree success measures tie directly to Board End 1.1.2.

- In 2018-19, there were 286 associate degree awards and 233 students earning Arizona General Education Certificates.



Source: Yavapai College Office of Institutional Effectiveness and Research

- YC students transferring to public Arizona universities consistently perform at or above the national median for first-year grade point average of 3.0¹.

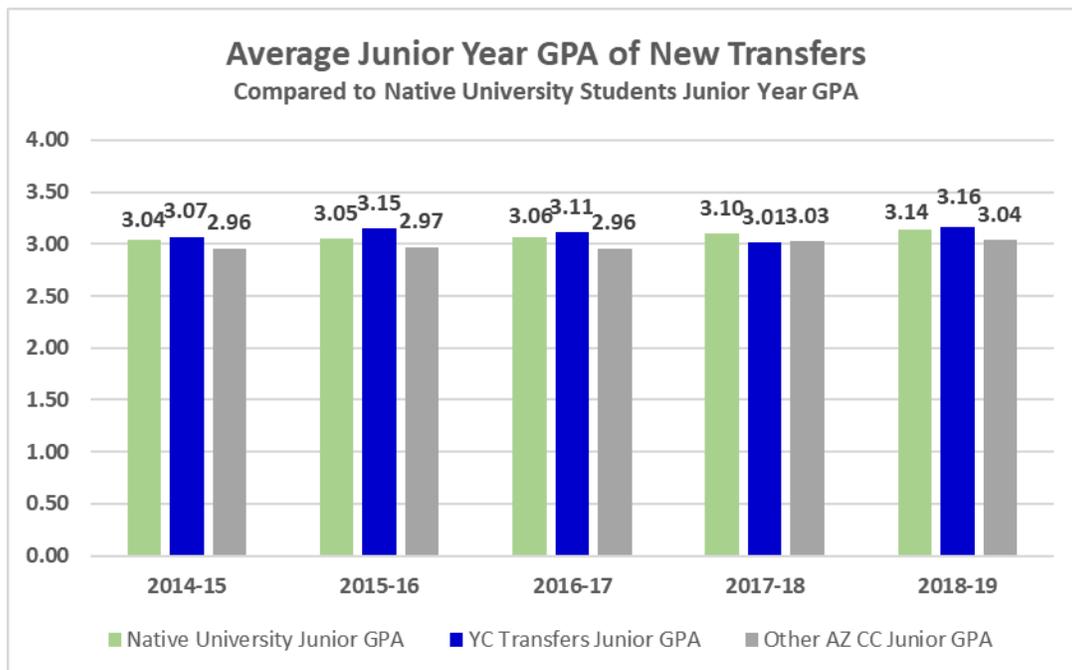


Source: National Community College Benchmark Project, 2019 Final Report

- Yavapai College First Year GPA: 3.14
- AZ Community College First Year GPA: 3.01

Yavapai College transfer students perform on par with both native university students as well as other AZ community colleges. Further comparison of YC transfer students' GPA in their junior academic year to the AZ statewide junior average and native freshmen university students resulted in the following⁴:

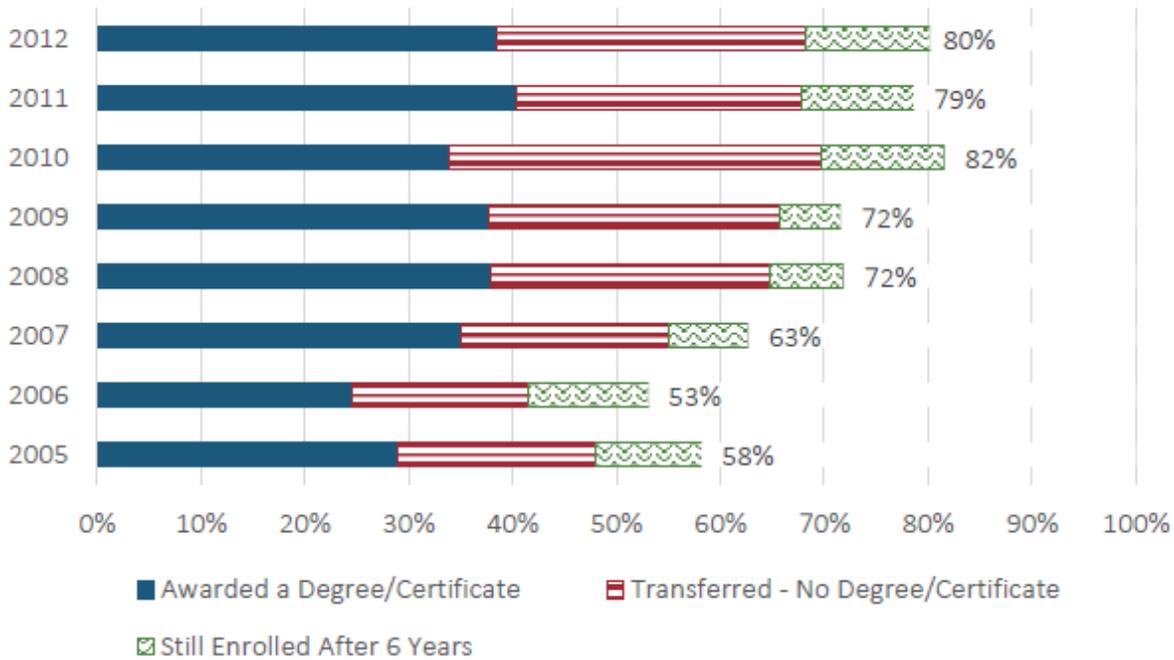
- Yavapai College Junior Year GPA: 3.16
- Other AZ Community Colleges Junior GPA: 3.04
- Native University students – Junior Year GPA: 3.14



Source: Arizona State System for Information on Student Transfer (ASSIST), 2018

- Eighty percent of learners in YC's 2012 Credential-Seeking Cohort achieved a successful outcome within 6 years. YC's successful outcomes is substantially higher than the Arizona community college average of 61%.

Percent of Learners Achieving a Successful Outcome



Source: Yavapai College 2019 Strategic Vision Outcomes Report



Associate Degrees & Transfer 2014-2019.xl

President's Conclusion: I report compliance.

**President's Preliminary Monitoring Report
End Statement 1.1.3 Lifelong Learners Ends
October 2019**

End Statement:

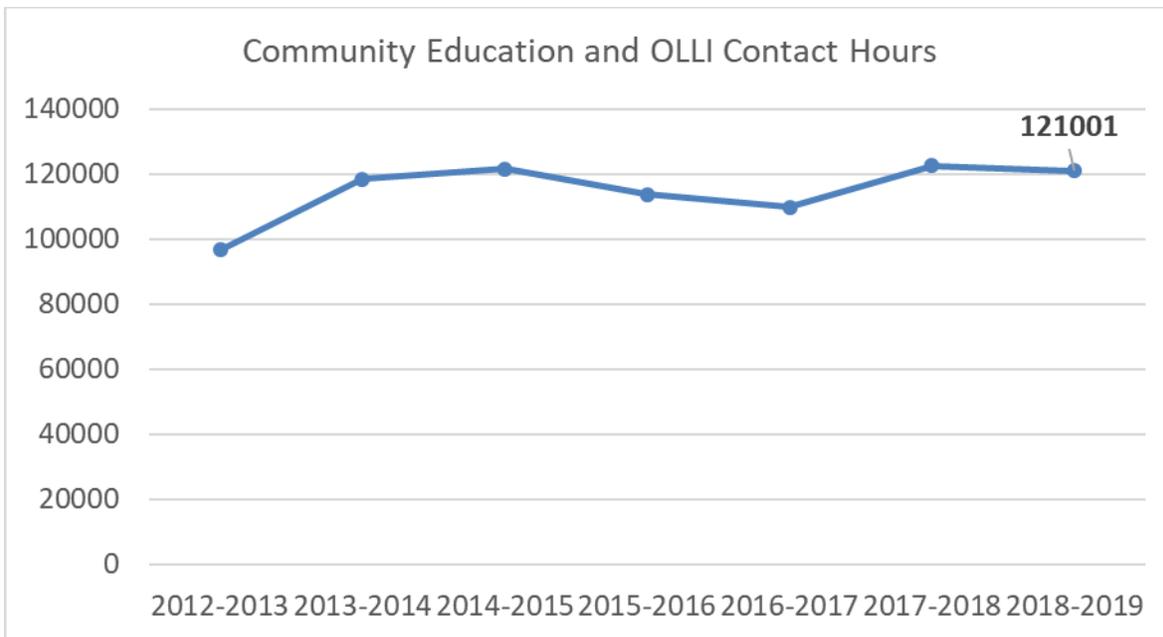
1.1.3 Lifelong learners have access to a variety of learning opportunities.

President's Interpretation:

1.1.3 Yavapai College will provide credit and non-credit courses and programs for personal enrichment and interest.

Supporting Evidence:

- Community members take credit and non-credit courses and participate in the Osher Lifelong Learning Institute (OLLI) for personal enrichment.
- Community Education Non-Credit and OLLI contact hour enrollments show steady growth with 121,001 contact hours in 2018-19.



Sources: Office of Institutional Effectiveness and Research, Division of Lifelong Learning enrollment

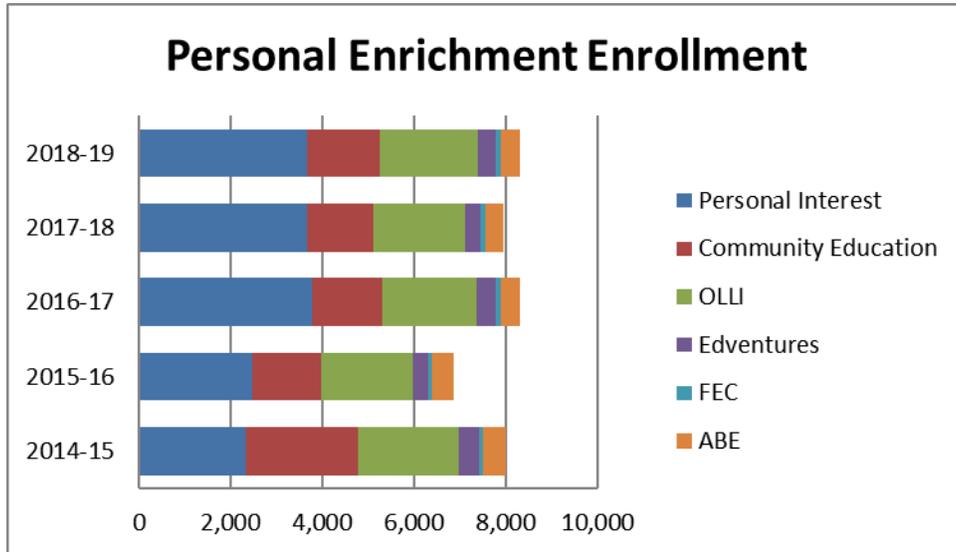
- Data reported by the National Community College Benchmark Project shows YC's non-credit student penetration rate ranks at the 70th percentile for public community colleges.

National Community College Benchmark Report, 2019

Form 14A: Market Penetration Students (AY 2017-2018)	Reported Value	%Rank
Non-Credit Student Penetration Rate	1.80%	70%

Sources: National Community College Benchmark Project 2019

- In 2018-19, there were 3,660 personal interest students registered in credit courses.



Sources: Office of Institutional Effectiveness and Research

President’s Conclusion: I report compliance.

Presidential Monitoring Worksheet for Ends Policies

1 Ends: Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life. The College will achieve these results at a justifiable cost.

Policies: 1.1 – Education Ends; 1.1.1 – Job Seekers Ends; 1.1.2 – Transfer Student Ends; 1.1.3 – Lifelong Learners Ends

Compilation - October 2019

1.1 Education Ends	Students achieve their educational goals at an affordable price. This is the first priority.	
Interpretation		
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with the Ends policy?	YES 4	NO 1
Based upon your review of the monitoring report, should this Ends policy be amended?	YES 1	NO 4
Comments/Remarks: Chevalier: We need to define affordable. Our CC tax rate is the highest in most of the Verde Valley. Many of our residents feel it is not affordable. McCarver: The data clearly shows that the vast majority of YC students are achieving their goals at an affordable price.		
1.1.1 Job Seekers Ends	Job seekers have the qualifications, skills, and abilities to succeed.	
Interpretation		
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 5	NO 0
Is there sufficient evidence to indicate compliance with the Ends policy?	YES 5	NO 0
Based upon your review of the monitoring report, should this Ends policy be amended?	YES 1	NO 4
Comments/Remarks: McCarver: Job seekers are able to complete degree and certificate programs, pass their licensure or certification exams and achieve employment or additional education.		

1.1.2 Transfer Student Ends	Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.	
Interpretation		
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 5	NO 0
Is there sufficient evidence to indicate compliance with the Ends policy?	YES 5	NO 0
Based upon your review of the monitoring report, should this Ends policy be amended?	YES 1	NO 4
Comments/Remarks: Chevalier: Again define what is meant by success. McCarver: Transfer students are performing well and meeting or exceeding the results of native University and other transfer students at Arizona Universities.		
1.1.3 Lifelong Learners Ends	Lifelong learners have access to a variety of learning opportunities.	
Interpretation		
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 5	NO 0
Is there sufficient evidence to indicate compliance with the Ends policy? <i>*Irwin did not answer this question.</i>	YES 4	NO 0
Based upon your review of the monitoring report, should this Ends policy be amended?	YES 0	NO 5
Comments/Remarks: Chevalier: We need to define what qualifies as success. McCarver: Life-long learning participation continues to grow, demonstrating a need and desire for these programs within our communities.		

SHADED ITEMS should be discussed at the meeting.

Name: _____ Date: _____

Comments from the Coordinator: This worksheet was completed by all Board members.

Presenter : Ray Sigafoos

Start Time : 2:31 PM

Item No : 19

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/23/2019

Item Type : Monitoring & Decision

Policy No.	Description	Ref No
2.3	With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College's fiscal integrity or public image. Further, without limiting the scope of the above statements by the following list, the President shall not:	764173
2.3.1	Promise or imply guaranteed employment.	764174
2.3.2	Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.	764175

Description : Receipt of President's Monitoring Report - Executive Limitations 2.3 - Compensation and Benefits - MONITORING, DISCUSSION, AND/OR DECISION

Details :

2.3 Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College's fiscal integrity or public image.

Further, without limiting the scope of the above statements by the following list, the President shall not:

2.3.1 Employment

Promise or imply guaranteed employment.

2.3.2 Market Compensation

Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.3 and its sub-policies, 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 and its sub-policies.

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 and its sub-policies 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 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.3 and its sub-policies [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 and its sub-policies 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 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.3 and its sub-policies [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
Monitoring Report Responce 2.3,2.3.1, 2.3.2	Sep 25, 2019	Monitoring Report Responce 2.3 2.3.2 2.3.2 OCT 2019.pdf
2.3 Monitoring Compilation Report	Sep 30, 2019	2.3 Compilation.pdf

Monitoring Report
Executive Limitations 2.3, 2.3.1, 2.3.2 Compensation and Benefits
October 2019

Executive Limitations 2.3 – Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College’s fiscal integrity or public image.

President’s Interpretation:

President’s Interpretations:

- *Jeopardizing Fiscal Integrity* shall mean causing a fiscal condition that doesn’t allow the college to meet its financial obligations.
- *Jeopardizing Public Image* shall mean acting in such a way that negatively impacts the reputation of the college due to payroll issues

Indicator(s) of Compliance:

We will know we are compliant when:

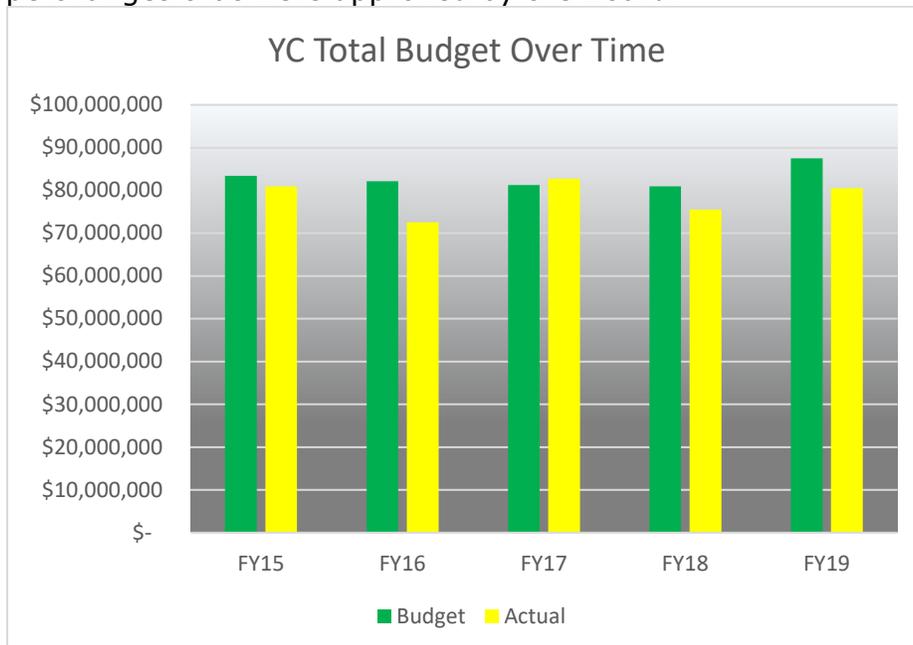
- the college stays within the budget approved by the DGB and meets its financial obligations
- The college ensures we process payroll on time

Supporting Evidence:

College Budget and Financial Results

The college engages in strategic financial planning on an annual basis. This begins with a variety of conservative budget assumptions and practices. For example, YC resets tuition budget targets every year based on prior years actual growth or decline—and we never assume growth for the upcoming year. Also, we create budgeted contingency funds to allow for unforeseen circumstances. These and other practices help us ensure that we are able to stay within the budget approved by the District Governing Board, and to meet our financial obligations year after year as is demonstrated by the following graph.

Please note that FY17 budget was overspent by \$1.4M as two capital projects in PV and Sedona had mid-year scope changes that were approved by the Board.



Regarding payroll processing, the following table demonstrates that employees were paid on time throughout FY19:

Date ACH File Created and Checks Printed	Pay Date	Payroll Processed Timely
7/4/2018	7/6/2018	✓
7/18/2018	7/20/2018	✓
8/1/2018	8/3/2018	✓
8/15/2018	8/17/2018	✓
8/29/2018	8/31/2018	✓
9/12/2018	9/14/2018	✓
9/26/2018	9/28/2018	✓
10/10/2018	10/12/2018	✓
10/23/2018	10/26/2018	✓
11/7/2018	11/9/2018	✓
11/19/2018	11/23/2018	✓
12/5/2018	12/7/2018	✓
12/18/2018	12/21/2018	✓
12/20/2018	1/4/2019	✓
1/16/2019	1/18/2019	✓
1/30/2019	2/1/2019	✓
2/12/2019	2/15/2019	✓
2/27/2019	3/1/2019	✓
3/6/2019	3/15/2019	✓
3/26/2019	3/29/2019	✓
4/10/2019	4/12/2019	✓
4/23/2019	4/26/2019	✓
5/8/2019	5/10/2019	✓
5/22/2019	5/24/2019	✓
6/4/2019	6/7/2019	✓
6/19/2019	6/21/2019	✓

Executive Limitations 2.3.1 – Employment

Further, without limiting the scope of the above statements by the following list, the President shall not: Promise or imply guaranteed employment

President’s Interpretation:

President’s Interpretation:

Promise or imply guaranteed employment shall mean communicating to an individual that their employment with the college is ensured

Indicator(s) of Compliance:

We will know we are compliant when:

- Full time employee performance is evaluated on an annual basis

Supporting Evidence:

Performance Review

Supervisors provide feedback to employees throughout the year which includes a written evaluation at least annually. This evaluation provides full time employees with feedback in seven different categories in addition to an overall performance assessment of Exceeds Expectations, Meets Expectations, or Needs Improvement. As part of this process, the supervisor and employee set goals for the upcoming year which support the needs of the department, the Strategic Plan of the College, and/or the employee's individual development needs. Per Human Resource records, 100% of reviews were completed and submitted for FY 2019. Employees who are "Not Meeting" expectations do not receive a raise for the coming year. In cases of ongoing or extreme poor performance, the College uses progressive disciplinary steps up to and including separation.



Yavapai College policy, process, training, and forms can be found at:
<https://www.yc.edu/v5content/policies/docs/200hr/204-performance.pdf>
<https://www.yc.edu/v5content/human-resources/performance/default.htm>

Executive Limitations 2.3.2 – Market Comparison

Further, without limiting the scope of the above statements by the following list, the President shall not: Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

President's Interpretation:

President's Interpretation:

Compensation shall mean salary and benefits

Deviate materially shall mean expending significantly less or more on compensation and benefits than is necessary to remain competitive in the workforce

Indicator(s) of Compliance:

We will know we are compliant when:

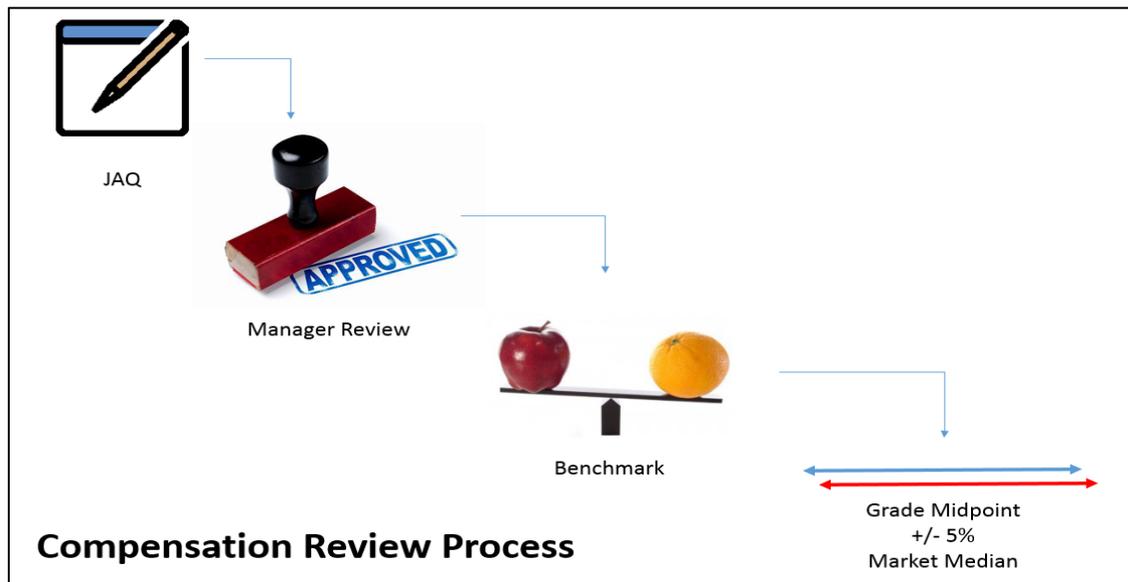
- The periodic reviews of positions show that positions are placed in the salary grade that reflects the appropriate market for that position

- The review of employee placement within their grade shows that their compensation reflects their experience and education
- The college’s benefit packages, when compared to others in the geographic area or professional market, aren’t materially different

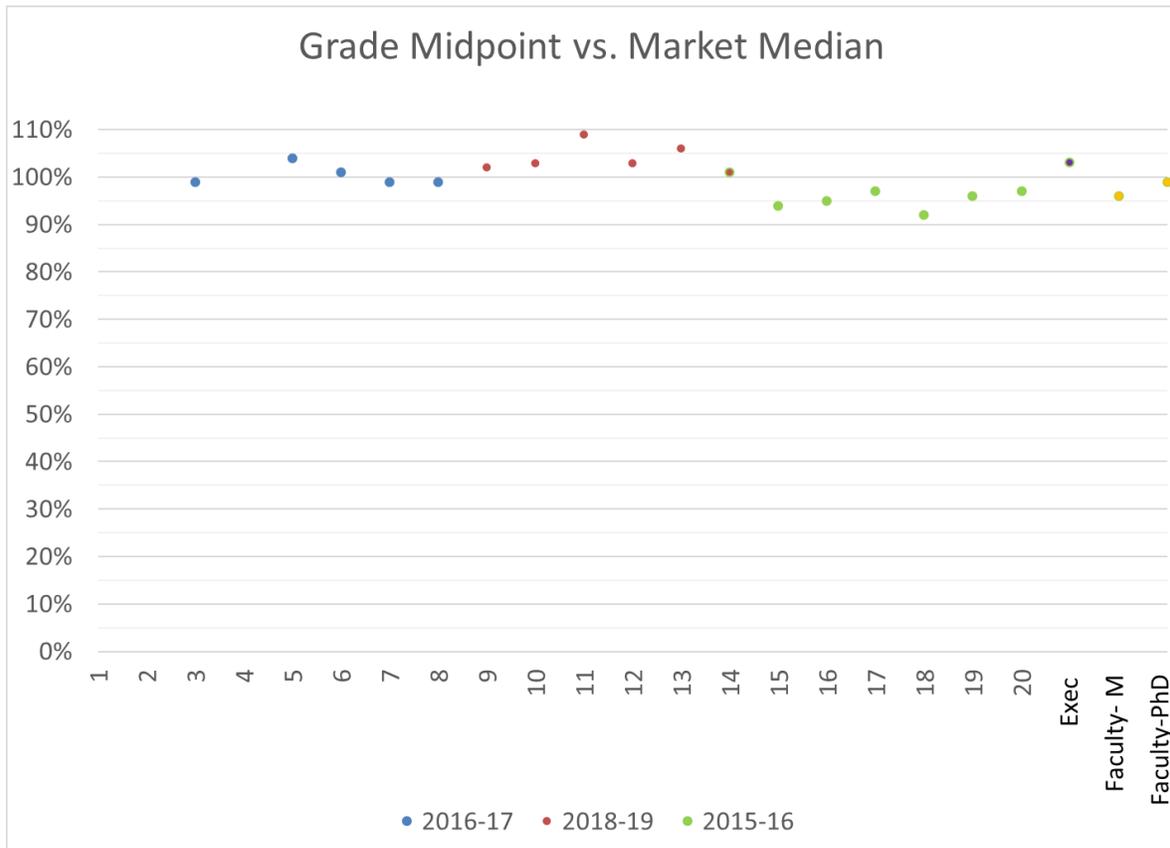
Supporting Evidence:

Compensation Review

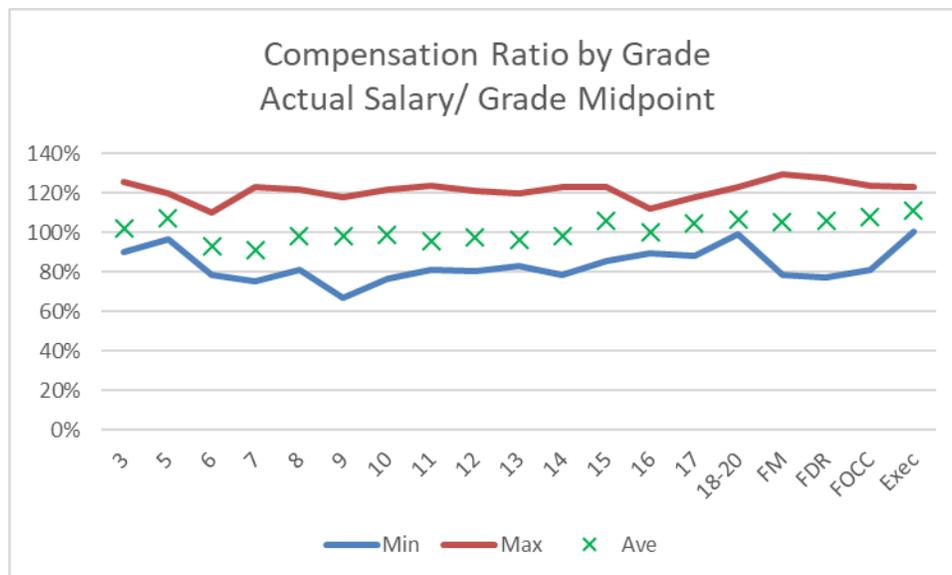
To ensure market-competitive salaries, the College has adopted a three-year review cycle. Each year, the Human Resources staff reviews 1/3 of the positions, using a Job Analysis Questionnaire (JAQ) in which individual employees update their duties and responsibilities. After the JAQ is approved by the employee’s supervisor, the compensation analyst benchmarks the position against the appropriate market data to ensure it is placed in the appropriate YC compensation grade, with the goal of placing positions in a grade whose midpoint is within 5% of the market median for that position. See Compensation Process Diagram below.



The following chart demonstrates the results of the three-year compensation review cycle. Yavapai College positions are placed in grades whose midpoints average 100% of the market medians relevant to those positions.



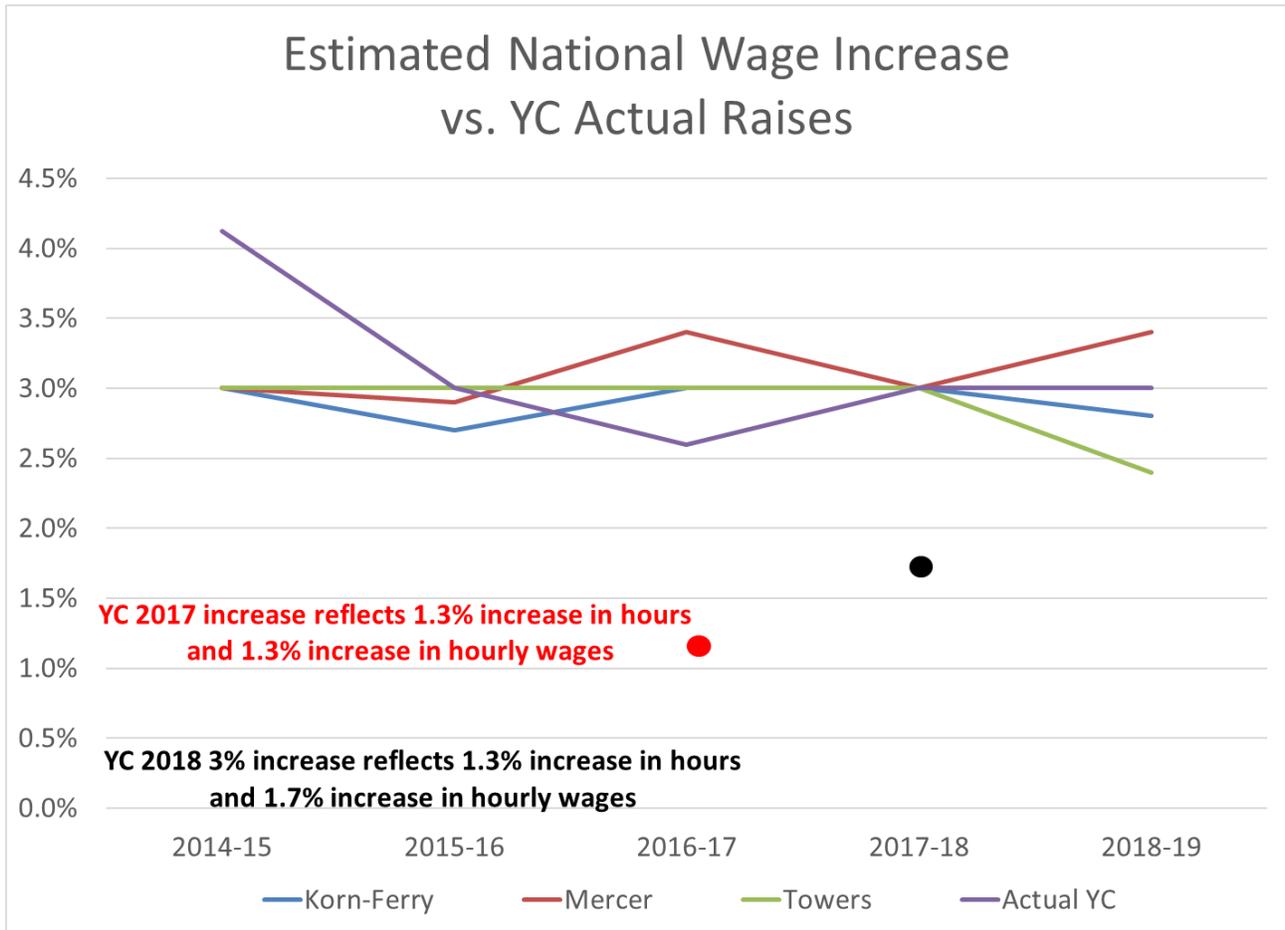
Once Human Resources has verified that positions are placed in the correct grade, they analyze whether individual employees are progressing appropriately within their respective grades, given their relevant education and experience, so as to ensure both internal and external equity. As you can see from the following chart, there are a variety of salaries within each grade, but the average Compensation Ratio (Actual Salary divided by Grade Midpoint) is 101%.



As part of our annual review process, the grades and compensation of positions in Grades 9-14 encompassing 128 full time employees were reviewed to ensure proper placement. Twenty-nine employees received pay adjustments.

In addition to the position market analyses, the College researches and evaluates benchmark data in order to make annual compensation recommendations to the Board. The College uses a variety of sources including Mercer, Korn-Ferry, and Tower-Watson. The benchmarking results are shown below.

When interpreting the chart, it is important to recall that 2.6% of the YC raises in two of the past five years have been due to an increase in hours worked—real increases in hourly wages have averaged 2.6%.



Employee Benefits

The College is self-insured through our membership in the Yavapai Combined Trust. The College offers a competitive benefits package which is listed and described on our benefits website:

<http://www.yc.edu/v5content/human-resources/benefits.htm>

The College conducts regular market comparisons for employee benefits as seen in the CUPA-HR Employee Healthcare and Other Benefits Survey. YC benefits are comparable to market, as is demonstrated in the table below.

Yavapai College Benefits
Benchmark Report vs. CUPA 2017 (358 colleges)

	<u>Yavapai College</u>	<u>National Colleges</u>
1. Medical		
a. Health	Offers PPO, HMO, HDHP	84% PPO, 37% HMO, 62% HDHP
b. Dental	Yes	94% offer Dental
c. Vision	Yes	78% offer Vision
d. Retiree Coverage (<65)	No	50% (53% subsidize premium)
e. Part-Time Employee	No	37% (90% subsidize premium)
f. Domestic Partner	No	73% same sex, 51% opposite sex (some subsidize)
g. Health Flex Savings	Yes	97%
h. On-campus medical	No	25% (and 42% charge fee)
i. Formal Wellness Program	Yes	59%
2. Paid Time Off	53 Days	53 Days*
3. Other		
a. Dependent Care Flex	Yes	98%
b. On-campus fitness	Yes	88%
c. Life Insurance	Yes	99%*
d. Short term disability	Yes	65%*
e. Long term disability	Yes	97%*
f. Tuition assistance	Yes	96%*
g. Childcare benefits	Yes	19% (30% subsidize 30%)*
h. Retirement	Yes	98%*
i. 403(b)	Yes	98%*
j. 457(b)	Yes	94%*

*2016 CUPA Survey



President's Conclusion:
I report compliance.

Presidential Monitoring Worksheet for Executive Limitations Policies
Policy 2.3 – Compensation and Benefits
Compilation - October 2019

Executive Limitation 2.3	Compensation and Benefits With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College’s fiscal integrity or public image. Further, without limiting the scope of the above statements by the following list, the President shall not:	
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 5	NO 0
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 5	NO 0
Based upon your review of the monitoring report, should this Executive Limitation policy be amended? *Chevalier: Voted Not Sure	YES 0	NO 4
Comments: Chevalier: Need information to answer: Explain formal wellness program; child care benefits. How do our salary levels for various positions compare with other AZ C.C.s?		
Executive Limitation 2.3.1	Employment Promise or imply guaranteed employment.	
Is the interpretation reasonable?	YES 5	NO 0
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 1
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES 0	NO 5

Comments:

Chevalier: I do not see any data or evidence on this subject. Also how many employment contracts do we have and what level of jobs have them? What is their length? How does this compare with other AZ C.C.s?

Executive Limitation 2.3.2

Market Compensation

Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

Is the interpretation reasonable?

YES

NO

5

0

Does the data show accomplishment of the interpretation?

YES

NO

4

1

Is there sufficient evidence to indicate compliance with the Executive Limitation policy?

YES

NO

4

1

Based upon your review of the monitoring report, should this Executive Limitation policy be amended?

YES

NO

1

4

Comments:

Chevalier: We need to define geographic area. Is it Arizona or beyond AZ? If so what is our geographic area and why is it the right one?

McCasland: An excellent report filled with details.

SHADED ITEMS should be discussed at the meeting.

Comments from the Coordinator: This worksheet was completed by all Board members.

Presenter : Ray Sigafoos

Start Time : 2:41 PM

Item No : 20

Proposed By : Ray Sigafoos

Time Req : 4

Proposed : 9/23/2019

Item Type : Monitoring Item

Policy No.	Description	Ref No
4.2	The President shall be the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, shall be considered the authority and accountability of the President. Accordingly:	558885
4.2.1	Pursuant to A.R.S. 15-1444(A)(6) & (B)(4), the Board hereby delegates to the College President all of its authority to employ; specifically, it delegates all of its authority to enter into, amend, or terminate all employment contracts on behalf of the College, without the need for the Board to approve such actions before they are effective, except for any actions taken with regard to a contract of employment for the position of College President. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.	560685
4.2.2	The Board shall view the President's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board proscribed means shall be viewed as successful President performance.	26269
4.2.3	The Board shall not evaluate, either formally or informally, any staff other than the President.	26272

Description : Receipt of content Review of Board - Board - President Linkage Policy 4.2
Accountability of the President - MONITORING AND/OR DISCUSSION

Details : The Board performed a content review for Policy 4.2 - Accountability of the President. A compilation of the members' policy assessment and suggested edits to the policy is attached for consideration.

Attachments :

Title	Created	Filename
4.2 Monitoring Compilation Report	Sep 30, 2019	Review 4.2 Compilation.pdf

District Governing Board Policy Review
Review of Board-President Linkage Policies
Policy 4.2 Accountability of the President
Compilation - October 2019

4.2 Accountability of the President	The President shall be the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, shall be considered the authority and accountability of the President. Accordingly:	
It this policy still relevant and useful to the governance process?		
	Check One	If No, why is it not relevant or useful?
Yes	4	Chevalier: This language violates our duty under ARS 15-1444 (4) which orders us to visit each community college under our jurisdiction AND examine carefully INTO management, conditions and needs. If the President is our only link to operations we cannot do this effectively.
No	1	
If "No", does this policy need to be:		
	Check One	If Revised/Replaced, provide suggested revision.
Revised/Replaced	1	Chevalier: Revise it. The Board needs to be freer to talk to our college employees when visiting community colleges under our jurisdiction to examine CAREFULLY INTO MANAGEMENT, CONDITIONS AND NEEDS. This current policy is too restrictive.
Removed		
4.2.1 Delegation of Employment Contract Authority	Pursuant to A.R.S. 15-1444(A)(6) & (B)(4), the Board hereby delegates to the College President all of its authority to employ; specifically, it delegates all of its authority to enter into, amend, or terminate all employment contracts on behalf of the College, without the need for the Board to approve such actions before they are effective, except for any actions taken with regard to a contract of employment for the position of College President. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.	
It this policy still relevant and useful to the governance process?		
	Check One	If No, why is it not relevant or useful?
Yes	5	
No		
If "No", does this policy need to be:		
	Check One	If Revised/Replaced, provide suggested revision.
Revised/Replaced		
Removed		
4.2.2 President Performance	The Board shall view the President's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board proscribed means shall be viewed as successful President performance.	

District Governing Board Policy Review
Review of Board-President Linkage Policies
Policy 4.2 Accountability of the President
Compilation - October 2019

It this policy still relevant and useful to the governance process?		
	Check One	If No, why is it not relevant or useful?
Yes	5	
No		
If "No", does this policy need to be:		
	Check One	If Revised/Replaced, provide suggested revision.
Revised/Replaced		
Removed		
4.2.3 Other Staff Performance	The Board shall not evaluate, either formally or informally, any staff other than the President.	
It this policy still relevant and useful to the governance process?		
	Check One	If No, why is it not relevant or useful?
Yes	4	Chevalier: Board members should tell the President when they think a staff member is doing something wrong. I would see that as an informal evaluation.
No	1	
If "No", does this policy need to be:		
	Check One	If Revised/Replaced, provide suggested revision.
Revised/Replaced	1	Chevalier: Delete the words "or informal".
Removed		
Are there any additions that you would suggest for this set of policies?		
	Check One	If Yes, provide suggested additions.
Yes	2	Chevalier: The president shall maintain at all times a public five year strategic plan, accepted by the Board, consistent with all Board policies and applicable law. The strategic plan shall link the applicable policies with strategies and standards to measure achievement of these strategies. The strategic plan is to be updated yearly. The Board shall not approve a budget unless such a strategic plan is in place. McCasland: Update and change formatting.
No	2	

Suggested changes/additions should be discussed at the meeting.

Comments for the Coordinator: This worksheet has been completed by all Board members.

Presenter : Ray Sigafoos

Start Time : 2:45 PM

Item No : 21

Proposed By : Ray Sigafoos

Time Req : 4

Proposed : 9/23/2019

Item Type : Monitoring & Decision

Policy No.	Description	Ref No
4.3	The Board shall instruct the President through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies. Accordingly:	558949
4.3.1	The Board shall develop policies instructing the President to achieve certain results for certain recipients at a specified cost. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Ends policies.	558886
4.3.2	The Board shall develop policies which limit the latitude the President may exercise in choosing appropriate organizational means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and they shall be called Executive Limitations policies. Single limitations below the global level do not limit the scope of the foregoing level.	694487
4.3.3	As long as the President shall use any reasonable interpretation of the Board's Ends and Executive Limitations policies, the President shall be authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.	396334
4.3.4	The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the Board shall respect and support the President's choices.	558887

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

Details : The Board will review the compilation of their self-evaluation of Board - President Linkage 4.3 Delegation to the President.

Attachments :

Title	Created	Filename
4.3 Monitoring Compilation Report	Sep 30, 2019	4.3 Evaluation Compilation.pdf

**District Governing Board Policy Self-Evaluation
 Evaluation of Board-President Linkage Policies
 Policy 4.3 Delegation to the President
 Compilation - October 2019**

4.3 Delegation to the President	<p>The Board shall instruct the President through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.</p> <p>Accordingly:</p>
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Have we acted consistently with respect to this item of policy?

	Check One	Specific Example to Support Your Response
Always	4	<p>McCarver: The board delegates the operations of the college to the President and Focuses on creating long-term vision through Ends, while limiting activity that would be out of bounds through Executive Limitations policies.</p>
Most of the time	1	
Some of the time		
Rarely		
Never		

4.3.1 Ends Policies	<p>The Board shall develop policies instructing the President to achieve certain results for certain recipients at a specified cost. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Ends policies.</p>
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Have we acted consistently with respect to this item of policy?

	Check One	Specific Example to Support Your Response
Always	3	<p>Chevalier: We do not have any 'more defined levels' of Ends. We only have three Ends that are vague and subject to broad interpretation. The Board needs to get more specific.</p> <p>McCarver: The Board has developed Ends policies which were approved at our September meeting.</p>
Most of the time	1	
Some of the time		
Rarely		
Never	1	

4.3.2 Executive Limitations Policies	<p>The Board shall develop policies which limit the latitude the President may exercise in choosing appropriate organizational means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and they shall be called Executive Limitations policies. Single limitations below the global level do not limit the scope of the foregoing level.</p>
---	--

Have we acted consistently with respect to this item of policy?

**District Governing Board Policy Self-Evaluation
 Evaluation of Board-President Linkage Policies
 Policy 4.3 Delegation to the President
 Compilation - October 2019**

	Check One	Specific Example to Support Your Response
Always	3	<p>Chevalier: We need to put in specific limitations that protect any part of our county from bias treatment by the college.</p> <p>McCarver: The Board reviewed Executive Limitations policies at our September retreat.</p>
Most of the time	1	
Some of the time	1	
Rarely		
Never		
4.3.3 President's Authority	As long as the President shall use any reasonable interpretation of the Board's Ends and Executive Limitations policies, the President shall be authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.	
Have we acted consistently with respect to this item of policy?		
	Check One	Specific Example to Support Your Response
Always	4	<p>Chevalier: In fact earlier Boards (pre 2019) allowed former Presidents to interpret the Ends any way he/she wanted to and this has resulted in prejudicial harm to the residents of the Verde Valley. This policy needs to be modified to protect against that in the future. The Board's job is to protect against such prejudice by the college.</p>
Most of the time	1	
Some of the time		
Rarely		
Never		
4.3.4 Change in Policies	The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the Board shall respect and support the President's choices.	
Have we acted consistently with respect to this item of policy?		
	Check One	Specific Example to Support Your Response
Always	3	
Most of the time	2	
Some of the time		
Rarely		

**District Governing Board Policy Self-Evaluation
Evaluation of Board-President Linkage Policies
Policy 4.3 Delegation to the President
Compilation - October 2019**

Never		
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Examples should be discussed at the meeting.

Comments from the Coordinator: This worksheet has been completed by all the Board Members.

Presenter : Ray Sigafoos

Start Time : 2:49 PM

Item No : 22

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/23/2019

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 : Ray Sigafoos

Start Time : 2:59 PM

Item No : 23

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 9/23/2019

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 - HEADING

Details :

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 2:59 PM

Item No : 24

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/24/2019

Item Type : Decision Item

Policy No.	Description	Ref No
2.8.1.4.2	Allow the Board to be uninformed regarding when the President is absent or unavailable and who the President has designated to act in the President's place.	764137

Description : Review this policy 2.8.1.4.2 Absence of the President - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will vote to keep this policy or use the newly proposed 4.7 President Succession in its place.

Attachments :

Title	Created	Filename
Policy 2.8.1.4.2 Absence of the President	Sep 24, 2019	2.8.1.4.2 Absence of the President.pdf

~~2.8.1.4.2 Absence of the President (DELETE)~~

~~Allow the Board to be uninformed regarding when the President is absent or unavailable and who the President has designated to act in the President's place.~~

Rev Date 1/16/2018

Rev No 1

Ref No 764135

Presenter : Ray Sigafoos

Start Time : 3:09 PM

Item No : 25

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/24/2019

Item Type : Decision Item

Policy No.	Description	Ref No
2.8.1.4	Let the Board be unaware of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, and material or publicly visible internal changes or events, including changes in executive personnel.	764135

Description : Review this policy 2.8.1.4 Incidental Information - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will vote and review whether to keep this policy the same or edit it for more specific wording.

Attachments :

Title	Created	Filename
Policy 2.8.1.4 Incidental Information	Sep 24, 2019	2.8.1.4 Incidental Information.pdf

2.8.1.4 Incidental Information

Let the Board be ~~un~~aware of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, ~~and~~ material, **and significant illegal drug use** or publicly visible internal changes or events, including changes in executive personnel.

Rev Date 1/16/2018

Rev No 1

Ref No 764135

Presenter : Ray Sigafoos

Start Time : 3:19 PM

Item No : 26

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/27/2019

Item Type : Decision Item

Policy No.	Description	Ref No
3.1.5	To ensure the continual development of governance capability, shall include orientation of new Board members in the Board's governance process and periodic Board training and discussion of process improvement.	560669

Description : Review policy 3.1.5 Continuity - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will review and vote whether to keep this policy the same or edit it for more specific wording.

Attachments :

Title	Created	Filename
3.1.5 Treatment of Employees Draft Policy	Sep 27, 2019	3.1.5 Continuity.pdf

3.1.5 Continuity (Working on designing orientation)

To ensure the continual development of governance capability, **prior to taking office, all new board members will be offered formal orientation as adopted and implemented by the board**, shall include orientation of new Board members in the Board's governance process and periodic Board training and discussion of process improvement.

Rev Date 2/11/2015

Rev No 6

Ref No 560669

Presenter : Ray Sigafoos

Start Time : 3:29 PM

Item No : 27

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/24/2019

Item Type : Decision Item

Policy No.	Description	Ref No
3.2.1.2	Shall produce written governing policies which address the broadest levels of all organizational decisions and situations via the following: a) Ends: Define which organizational products/impacts/benefits/outcomes, Yavapai College should be producing for which recipients/beneficiaries, and their relative worth in cost or priority. b) Executive Limitations: Constrain executive authority within boundaries of ethics and prudence. c) Governance Process: Specify how the Board conceives, carries out and monitors its own tasks. d) Board-President Linkage: Determine how the Board delegates power to the President and monitors its proper use.	560673

Description : Review policy 3.2.1.2 Governing Policies - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will review and vote whether to keep this policy the same or edit it for more specific wording.

Attachments :

Title	Created	Filename
Policy 3.2.1.2 Governing Policies	Sep 24, 2019	3.2.1.2 Governing Policies.pdf

3.2.1.2 Governing Policies

Shall produce written governing policies which address the broadest levels of all organizational decisions and situations via the following:

- a) Ends: Define which organizational products/impacts/benefits/outcomes, Yavapai College should be producing for which recipients/beneficiaries, and their relative worth in cost or priority.
- b) Executive Limitations: Constrain executive authority within boundaries of ethics and prudence.
- c) Governance Process: Specify how the Board conceives, carries out and monitors its own tasks.
- d) Board-President Linkage: Determine how the Board delegates power to the President and monitors its proper use.

Most Recent Version of the policies adopted by the board replace and supersede all prior versions and is the only version that is binding on the college.

Rev Date 2/24/2015

Rev No 7

Ref No 560673

Presenter : Ray Sigafoos

Start Time : 3:39 PM

Item No : 28

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/24/2019

Item Type : Decision Item

Policy No.	Description	Ref No
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.	429148

Description : Review policy 3.5.1 Job Output - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will review and vote whether to keep this policy the same or edit it for more specific wording.

Attachments :

Title	Created	Filename
Policy 3.5.1 Job Output	Sep 24, 2019	3.5.1 Job Output.pdf

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.

(keep the meeting dates but begin getting meeting materials seven 7 days in advance, recognizing that is means board will be receiving college information that is three 3 weeks order; staff will create the new monthly calendar for board members.)

Rev Date 1/16/2013

Rev No 5

Ref No 429148

Presenter : Ray Sigafoos

Start Time : 3:49 PM

Item No : 29

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/24/2019

Item Type : Decision Item

Policy No.	Description	Ref No
4.1.2	In the case of Board members or Board committees requesting information or assistance without Board authorization, the President shall refuse such requests that require, in the President's opinion, a material amount of staff time or funds or are disruptive.	429153

Description : Review policy 4.1.2 Requests from Board Members and Board Committees - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will review and vote whether to keep this policy the same or edit it for more specific wording.

Attachments :

Title	Created	Filename
Policy 4.1.2 requests for Baord Members and Board Committees	Sep 24, 2019	4.1.2 Requests from Borad Members and Baord Committees.pdf

4.1.2 Requests from Board Members and Board Committees

In the case of Board members or Board committees requesting information or assistance without Board authorization, the President shall refuse such requests that require, in the President's opinion, a material amount of staff time or funds or are disruptive **unless the board votes to have the president provide it. (Being worked on)**

Rev Date 1/16/2013

Rev No 6

Ref No 429153

Presenter : Ray Sigafoos

Start Time : 3:59 PM

Item No : 30

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/27/2019

Item Type : Decision Item

Policy No.	Description	Ref No
4.7	<p>In order to protect from sudden loss of Presidential services, the President shall have a Succession Plan with at least one other senior staff person familiar with Board and Presidential issues and processes.</p> <p>When the President is absent or unavailable, the Vice President for Instruction and Student Development; Vice President for Finance and Administrative Services; or Vice President for Community Relations; will be empowered to act by the President prior to the absence. When the President is physically incapacitated or unexpectedly absent for a long period of time, the Board shall appoint one of the three vice presidents as Acting President during the President's absence. The President's whereabouts shall be available through the President's executive assistant and known by the Vice President for Instruction and Student Development; Vice President for Finance and Administrative Services; and Vice President for Community Relations.</p>	726677

Description : Review policy 4.7 President Succession - INFORMATION, DISCUSSION, AND/OR DECISION

Details : The Board will review and vote whether to keep this policy the same or edit it for more specific wording.

Attachments :

Title	Created	Filename
4.7 Presidential Success Draft Policy	Sep 27, 2019	4.7 Presidential Succession.pdf

4.7 President Succession

In order to protect the College from sudden loss of Presidential services, the President shall have a written plan to address the President's short-term or long-term absences from the College. The plan shall be shared with College administration and the Board.

The President's plan shall include at least the following provisions:

- For a planned short-term absence, at least one other senior member of the executive leadership team who is familiar with Board and Presidential issues and processes shall be available at the College during the absence. Prior to the President's absence, the President will empower that individual to take whatever action is necessary during the absence.
- During planned short-term absences, the President's whereabouts shall be available through the President's executive assistant and known by all members of the executive leadership team and the Chair of the Board.
- For an unplanned long-term absence, the Board shall appoint one senior member of the executive leadership team to serve as Acting President during the President's absence.

In the event an absence becomes permanent, the Board shall select the President's replacement after a widely advertised search according to such terms as are approved by the Board.

Presenter : Ray Sigafoos

Start Time : 4:09 PM

Item No : 31

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/24/2019

Item Type : Decision Item

Policy No.	Description	Ref No
3.4.2	The cycle shall start with the Board's development of its agenda for the next year.	429143
3.4.2.1	Consultations with selected groups in the ownership or other methods of gaining ownership input shall be determined and arranged in September and October, to be held during the balance of the cycle.	558931
3.4.2.2	Governance education and education related to Ends' determination (e.g., Board training, presentations by futurists, demographers, advocacy groups and staff, studying internal and external publications, attending conferences, etc.) shall be arranged in September and October, and will be held during the balance of the cycle.	560676

Description : Review the Board's Annual Calendar and the FY20 Budget Work Session- INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will discuss and vote on the following items in regards to the annual calendar

1. Moving the Tuesday January 14 Budget Workshop and Regular meeting to the following week Tuesday January 21
2. Receiving the financial report in arrears

Dr. Clint Ewell, Vice President for Finance & Administrative Services, will give an preview/overview of the January 2020 Budget Workshop session, based on the January 2019 Budget Work Session, and proposals to further detail the budget.

Attachments :

Title	Created	Filename
DGB FY 19-20 Annual Calendar	Oct 01, 2019	2019-2020 DGB Calendar - New Exec Limit.pdf
January 202 Budget Workshop Session for FY21 Budget	Oct 01, 2019	Proposed FY21 Budget Workstudy Outline.pdf

2019 – 2020 DGB Calendar – New Executive Limitations

	Information	Monitoring			Policy	Ownership	
Month	Information	President's Monitoring & Evaluation	Board Self-Evaluation	Ends	Policy Decisions	Board Education	Ownership Linkage
June					No Meeting in June		
July					No Meeting in July		
RETREAT August 13th 8am-5pm Location: Verde Valley Campus						Annual Board Retreat <ul style="list-style-type: none"> • Review of Ends Statements • Ownership Linkage Plan • Annual Calendar • Review Board Policies Finalize Dates & Places of Future Meetings for next year.	

DRAFT

2019 – 2020 DGB Calendar – New Executive Limitations

	Information	Monitoring			Policy	Ownership	
Month	Information	President's Monitoring & Evaluation	Board Self-Evaluation	Ends	Policy Decisions	Board Education	Ownership Linkage
RETREAT September 9th 9:00am Location: Prescott Campus, Rock House	Monthly *President Info *Student Info *Faculty Senate *Facilities News *College Highlights *Financial Reports YCT Quarterly Report (<i>HR Director/Controller</i>) <i>Sept/Nov/Feb/May</i> Community Relations Report <i>Apr/Sept</i>	Policy 2.1 Treatment of Employees (<i>VP Finance</i>)	EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 3.0 Global Governance Process EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 3.2 Board Job Description EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 3.6 Board Committee Purpose and Principles EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 4.0 Global Board – President Linkage ----- ODD YEARS Evaluate & Review in Policy 4.1 Unity of Control			Annual Board Retreat (Cont. from August Retreat) <ul style="list-style-type: none"> Review of Ends Statements Ownership Linkage Plan Annual Calendar Review Board Policies Finalize Dates & Places of Future Meetings for next year. SEPT Impact of Legislative Issues; Changes to AZ Statutes that Govern Community College Board; and Relevant Public Policy Issues (<i>Attorney</i>)	Develop Ownership Linkage Plan (refer to Sept Retreat) - Annual Report (submit timeline to be completed Jan) - Community Survey (<i>2017/2020/2023</i>) - Community Outreach & Feedback - Board Education Needs Review Redistricting Information/File & consider recommendations to Legislators <u>Ownership Linkage Update:</u> Recap Previous Year (<i>Nov/Feb/May</i>) Submit Ownership Feedback Question for the Webpage (<i>Nov/Feb/May</i>)
REGULAR September 10th 1:00pm Location: Prescott Campus, Rock House							

2019 – 2020 DGB Calendar – New Executive Limitations

Month	Information	Monitoring			Policy	Ownership	
Month	Information	President's Monitoring & Evaluation	Board Self-Evaluation	Ends	Policy Decisions	Board Education	Ownership Linkage
REGULAR October 8th 1:00pm Location: Verde Valley Campus M-137	Monthly *President Info *Student Info *Faculty Senate *Facilities News *College Highlights *Financial Reports for August 2019.	Policy 2.3 Compensation & Benefits (<i>VP Finance</i>) Re-Submit Policy 2.1 Treatment of Employees (<i>VP Finance</i>)	EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 4.2 Accountability of the President ODD YEARS Evaluate & Review in EVEN Policy 4.3 Delegation to President	1.1 & 1.1.1 1.1.2 & 1.1.3 Education (<i>VP Instruction</i>)		Arrange for Board Education over the next year (in support of the Ownership Linkage Plan)	Finalize Ownership Linkage Plan (refer to Sept Retreat) <ul style="list-style-type: none"> - Annual Report (submit timeline to be completed Jan) - Community Survey (2017/2020/2023) - Community Outreach & Feedback Board Education Needs
REGULAR November 12th 1:00pm Location: Chino Valley Center 120/121	FTSE Report – Inst. Research YCT Qtrly Report (<i>HR Dir/Controller</i>) <i>Sept/Nov/Feb/May</i> Student Presentation – Ambassadors <i>Nov/Feb/Apr</i> Sabbatical Report Monthly *President Info *Student Info *Faculty Senate *Facilities News *College Highlights *Financial Reports for September 2019.	Policy 2.7 Legislative Delegation Restrictions (<i>VP Finance</i>)		1 Ends (<i>VP Finance</i>) Ends 1.2 Economic (<i>VP Community Relations</i>) Ends 1.3 Community (<i>VP Community Relations</i>) Full year reporting July to June	DGB Legal Services Contract (every 3-5 yrs.) Due 12/31/19	Plan for Annual Board Workshop in February: <ul style="list-style-type: none"> • Draft Budget • Review of Executive Limitations • Assessment of Board's Performance (<i>Review Board Self-Evaluation Process</i>) Identify Potential Board Officers and Liaisons to be appointed in January New Board Member Orientation (<i>post-November election as needed</i>)	Implement Ownership Linkage Plan <ul style="list-style-type: none"> - Annual Report (submit timeline to be completed Jan) - Community Survey (2017/2020/2023) - Community Outreach & Feedback - Board Education Needs <u>Ownership Linkage Update:</u> Recap 1 st Quarter (<i>Nov/Feb/May</i>) Submit Ownership Feedback Question for the Webpage (<i>Nov/Feb/May</i>) Certify Election results (if applicable) Plan for January Oath of Office for newly elected Board members
December					No Meeting in December		

2019 – 2020 DGB Calendar – New Executive Limitations

Information	Monitoring			Policy	Ownership		
Month	Information	President's Monitoring & Evaluation	Board Self-Evaluation	Ends	Policy Decisions	Board Education	Ownership Linkage
<p>BUDGET WORKSHOP & REGULAR January 14TH 2020 9:00am <i>*Motion to vote January 21st</i></p> <p>Location: Prescott Campus Rock House</p>	<p>Academic Calendar</p> <p>Monthly <i>*President Info</i> <i>*Student Info</i> <i>*Faculty Senate</i> <i>*Facilities News</i> <i>*College Highlights</i> <i>*Financial Reports for November 2019.</i></p>	<p>Policy 2.8 Communication and Support to the Board <i>(Executive Assistant)</i></p> <p>Policy 2.4 Planning <i>(VP Finance)</i></p>	<p>ODD YEARS Evaluate & Review in EVEN Policy 3.7 Cost of Governance</p>	<p>Oath of Office for New Board Members</p> <p>Board Elections: Chair & Secretary – 2 yr. term</p> <p>Liaison Selections: AADGB; YC Foundation; Others as Needed</p> <p>Review Environment Analysis & Preliminary Budget Assumptions <i>(VP Finance)</i></p> <p>Budget Work Study Session (VP Finance)</p>	<p>Ethical Standards/ Training/Open Meeting Law <i>(Attorney)</i></p> <p>Completion of Annual Conflict of Interest Declarations <i>(All Board Members)</i></p> <p>Plan for Annual Board Workshop in February:</p> <ul style="list-style-type: none"> • Draft Budget • Review of Executive Limitations • Assessment of Board's Performance <i>(Chr. compile & discuss results of Board Self-Evaluation)</i> 	<p><u>Board Member Terms</u> <i>McCasland 2022</i> <i>Chevalier 2024</i> <i>Sigafoos 2024</i> <i>McCarver 2020</i> <i>Irwin 2020</i></p> <p>Determine recruiting materials for prospective Board candidates for the County School Superintendent's orientation meeting to be held in March (applicable for 2018/2020)</p> <p>Finalize Annual Report</p>	
<p>ANNUAL WORKSHOP February 10TH 10:00am</p> <p>REGULAR February 11th 1:00pm</p> <p>Location: Prescott Campus Rock House</p>	<p>Student Presentation - Athletes Nov/Feb/Apr</p> <p>YCT Qtrly <i>(HR Director/Controller)</i> Sept/Nov/Feb/May</p> <p>Continuing Contract - Faculty</p> <p>Monthly <i>*President Info</i> <i>*Student Info</i> <i>*Faculty Senate</i> <i>*Facilities News</i></p>	<p>Policy 2.2 Treatment of Students <i>(VP of Instruction)</i></p>	<p>ODD YEARS Evaluate & Review in EVEN Policy 3.1 Governing Style</p> <p>ODD YEARS Evaluate & Review in EVEN Policy 3.5 Board Chair Role</p>	<p>Review & Approve Revenue Plan (if needed include Tuition/Fee changes) <i>(VP Finance)</i></p>	<p>Disclose Completed Annual Conflict of Interest Declarations</p> <p>Annual Board Workshop:</p> <ul style="list-style-type: none"> • Draft Budget • Review - Executive Limitations • Assessment of Board's Performance 	<p><u>Ownership Linkage Update:</u> Recap 2nd Quarter <i>(Nov/Feb/May)</i></p> <p>Submit Ownership Feedback Question for the Webpage <i>(Nov/Feb/May)</i></p>	

2019 – 2020 DGB Calendar – New Executive Limitations

Month	Information	Monitoring			Policy	Ownership	
Month	Information	President's Monitoring & Evaluation	Board Self-Evaluation	Ends	Policy Decisions	Board Education	Ownership Linkage
	*College Highlights *Financial Reports for December of 2019.						
REGULAR March 3RD 10:00am	Sabbatical Requests YC Staff Assoc.Update Monthly *President Info *Student Info *Faculty Senate *Facilities News *College Highlights *Financial Reports for January of 2019.	Policy 2.5 Financial Condition and Activities (VP Finance)	ODD YEARS Evaluate & Review in EVEN Policy 3.3 Board Members Code of Ethics ----- - EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 4.4 Monitoring President Performance		Develop DGB Budget for next fiscal year (VP Finance) Review Preliminary Capital Budget (VP Finance)	Review of President's Evaluation Process (review previous evaluation packet)	Determine recruiting materials for the Prospective Board Candidate Information packet distributed by County School Superintendent (applicable for 2018/2020) -College Fact Sheet -DGB How It Works -Policy Gov. Fact Sheet
REGULAR April 21ST 1:00pm	Student Presentation- SLC Nov/Feb/Apr Community Relations Report Apr/Sept Faculty Emeritus College Honors Program (done in May for 2018) Monthly *President Info	Policy 2.6 Asset Protection (VP Finance)	EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 3.4 Agenda Planning EVALUATE EVEN YEARS (REVIEW ODD YEARS) Policy 4.6 President Emeritus/a Status (only reviewed, if needed)		Approval of Preliminary Budget (VP Finance) Staff - distribute President's Evaluation Determine timeline & process for completion of the President's Evaluation packet (Attorney)	Discussion/revision of President's Evaluation Process (review previous evaluation packet)	County School Supervisor issues publicity for orientation meeting to recruit prospective Board candidates (applicable for 2018/2020)

2019 – 2020 DGB Calendar – New Executive Limitations

Information	Monitoring			Policy	Ownership		
Month	Information	President's Monitoring & Evaluation	Board Self-Evaluation	Ends	Policy Decisions	Board Education	Ownership Linkage
	*Student Info *Faculty Senate *Facilities News *College Highlights *Financial Reports for February and March of 2019.		ODD YEARS Evaluate & Review in EVEN Policy 4.7 President Succession <i>(President)</i>		Dual Enrollment IGA submitted with Legal Counsel's review		
REGULAR May 12TH 1:00pm Location: Prescott Campus Community Room Building #19 Room 147	YCT Quarterly Report <i>(HR Director/Controller)</i> Sept/Nov/Feb/May <i>College Honors Program (done in May for 2016)</i> Monthly *President Info *Student Info *Faculty Senate *Facilities News *College Highlights *Financial Reports for April 2019.	Policy 2.0 Executive Limitations & Ends Monitoring <i>(President)</i> Annual summary results prior to meeting for review Executive Session for Annual President Evaluation & Compensation	ODD YEARS Evaluate & Review in EVEN Policy 4.5 President Compensation & Benefits		Truth in Taxation, Tax Levy Meeting <i>(if needed)</i> Financial Budget Adoption Meeting <u><i>(Must be completed by June 15)</i></u> <i>(VP Finance)</i> Dual Enrollment IGA submitted with Legal Counsel's review	Plan for Annual Board Retreat in Sept: <ul style="list-style-type: none"> • Review of Ends Statements • Ownership Linkage Plan • Annual Calendar • Review Board Policies MAY or SEPT Impact of Legislative Issues; Changes to AZ Statutes that Govern Community College Board; and Relevant Public Policy Issues <i>(Attorney)</i>	<u>Ownership Linkage Update:</u> <i>(Nov/Feb/May)</i> Submit Ownership Feedback Question for the Webpage <i>(Nov/Feb/May)</i> County School Superintendent will conduct prospective candidate orientation meetings <i>(applicable for 2018/2020)</i>

FY21 BUDGET WORK SESSION

Prepared for

YC District Governing Board January 2020 Budget Workshop Agenda

1. Yavapai County Overview
 - a. Geography
 - b. Yavapai County Population Centers
 - c. Demographics
 - d. Educational Attainment
 - e. Wealth
 - f. Unemployment
 - g. Job Market
2. Yavapai College
 - a. Yavapai College Mission, Vision, Ends
 - b. Locations
 - c. FTSE Trends & Drivers
 - d. Programs at a Comprehensive Community College
 - e. Student Demographics
 - f. Performance Measures
 - g. Strategic Initiatives
 - h. Challenges
3. Budget Overview
 - a. Revenue Sources
 - i. Property Taxes
 1. Rates
 2. Top taxpayers
 - ii. Tuition & Fees
 - iii. State Support
 - b. Expenses
 - i. General Fund
 1. Actual Expense By Function
 2. Actual Expenses By Account
 3. Actual Expenses by Department over time
 4. Budgeted Expense By DGB End
 5. Benchmark Operating Costs per FTSE
 - ii. Debt Fund
 - iii. Grants Fund Summary
 - iv. Auxiliary Fund
 - v. Capital Fund

Presenter : Ray Sigafoos

Start Time : 4:19 PM

Item No : 32

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 9/25/2019

Item Type : Discussion

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 : Consider two-year renewal of Osborn Maledon contract for governing board legal counsel. - INFORMATION, DISCUSSION, AND/OR DECISION.

Details : The Board will determine whether to renew the contract for legal services for Osborn Maledon for a new term of January 1, 2020 through December 31, 2021.

Attachments :

Title	Created	Filename
2nd Amendment to Contract 23-277: YCCCD & Osborn Maledon, P.A.	Sep 30, 2019	PRO - Osborn Maledon - RFP 23-277 - A2 - x12-31-19 (ID 16516).pdf
Procurement Determination: Consideration of Overall Impact to the College	Sep 30, 2019	Procurement Determination - Consideration of Overall Impact to College.pdf
Lynne Adam's Term for the Next Two Years	Sep 30, 2019	Lynne Adams terms for the next two years as the Board.pdf

SECOND AMENDMENT TO CONTRACT 23-277
Between
Yavapai County Community College District
And
Osborn Maledon, P.A.

This Second Amendment to Contract is entered into by and between Yavapai County Community College District, 1100 E. Sheldon Street, Prescott, AZ (hereinafter referred to as College) and Osborn Maledon, P.A., 2929 N Central Avenue, Phoenix, AZ (hereinafter referred to as Contractor).

Witnesseth:

Whereas, on December 11, 2012, College and Contractor entered into a Contract for legal services for College's District Governing Board, for the period from January 1, 2013 through December 31, 2015, and;

Whereas, on September 29, 2015, the College and Contractor extended the Contract for an additional two (2) year period effective January 1, 2015 through December 31, 2017, and;

Whereas, the College and Contractor desire to extend the Contract as approved by the College's District Governing Board Chair allowable through the College's Purchasing & Contracting Procedure 4.5.2 "Consideration of Overall Impact to College". This Second Amendment extends the Contract for an additional two (2) year period effective January 1, 2018 through December 31, 2019, and;

Whereas, the College and Contractor agree to increase the hourly rate from \$335 to \$345 and flat fee rate from \$1,875 to \$1,925 as is allowable under "Pricing" Sections 3 and 4 from the original contract, and;

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

1. The term of the Contract shall be extended for an additional two (2) year period effective January 1, 2018 through December 31, 2019.
2. Rates shall increase as stated above.
3. Except as expressly amended herein, the terms and conditions set forth in said original Contract shall remain in full force and effect.

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

Osborn Maledon, P.A.

By: *Lynne C. Adams*
Lynne Adams, Partner

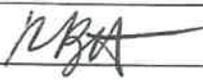
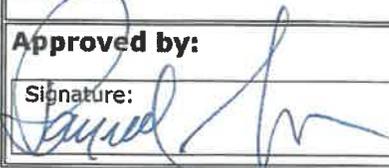
Yavapai County Community College District

By: *Ryan Bouwhuis*
Digitally signed by Ryan Bouwhuis
DN: cn=Ryan Bouwhuis, ou=Yavapai College,
ou=Purchasing & Contracting,
email=ryan.bouwhuis@ycccd.edu, c=US
Date: 2017.11.06 15:46:43 -0700
Ryan Bouwhuis, Director of Purchasing
& Contracting

Date: November 6, 2017

Date: _____

Procurement Determination: Consideration of Overall Impact to College

Purchasing Officer:		
Name: Ryan Bouwhuis	Title: Director of Purchasing & Contracting	
Email: ryan.bouwhuis@yc.edu	Signature & Date:  10/17/17	
Vendor: Osborn Maledon P A		
Subject Materials or Services: District Governing Board Legal Services		
Approximate Annual Cost: \$42,500		
<p>Justification Documentation: Osborn Maledon is the current provider of legal services for the District Governing Board having contracted with the College since January 1, 2013, via Request for Proposal (RFP) 23-277. Under the current agreement, services are due to terminate December 31, 2017.</p> <p>Yavapai College's Purchasing & Contracting Procedure Section 4.5.2 "Consideration of Overall Impact to College" states an extension of existing services may be granted if deemed in the best interest of the college. Osborn Maledon has gained a thorough understanding of Yavapai College's Policy Governance philosophy and has established a key trust with the District Governing Board, both of which are necessary and invaluable. Extending their services provides consistency as newer board members are acclimated to College philosophy and strategic initiatives. Additionally, transferring legal services to a new firm at this time would hinder the positive momentum that has been established and would require additional funding to familiarize new counsel with the Board's past work, present leadership, and future vision. It is in the best interest of the College retain current counsel to maintain this effective leadership, as the required time and resources to acquire new counsel outweighs the perceivable benefits of new legal representation.</p> <p>Based on these considerations, upon signature by the District Governing Board Chair, Ray Sigafos, the current contract will be extended for two (2) additional years with a termination date of December 31, 2019 upon subsequent approval from Osborn Maledon.</p>		
<u>To Be Completed by Procurement Authority:</u>		
APPROVAL		
<input checked="" type="checkbox"/> Request Authorized Pursuant to: Procedure Section 4.5.2		
<input type="checkbox"/> Request Denied:		
<input type="checkbox"/> Request Returned for Additional Information:		
<input type="checkbox"/> See Comments:		
Comments:		
Approved by:		
Signature: 	Title: District Governing Board Chair	Date:

Lynne Adams terms for the next two years as the Board's attorney

Hourly rate: \$385

*discounted at +20% from \$485

Flat fee per board meeting: \$2,100

* Flat fee per board meeting increase from \$1,925 to \$2,100

This is based on an email from the Procurement office 9/25/2019

Presenter : Ray Sigafoos

Start Time : 4:29 PM

Item No : 33

Proposed By : Ray Sigafoos

Time Req : 15

Proposed : 9/30/2019

Item Type : Discussion

Policy No.	Description	Ref No
3.4.3.3	<p>The President and any Board member who wishes to place an item on the agenda should do so through the Board Chair.</p> <p>a) If it is the Board's issue it will be placed on the next Board agenda. b) If it is the President's issue, the Chair will refer it to the President to be addressed in accordance with Board policy and inform any Board member concerned. c) If the Board member feels that this process has not been followed appropriately, he/she will inform the Chair who will place the matter on the next Board agenda.</p>	560678

Description : To Review the Outstanding Policy Revisions. - INFORMATION AND/OR DISCUSSION.

Details : The Board will continue to edit, compose, and revise the policies discussed at September 9, 2019 Board Retreat. The discussion of these items was submitted, for discussion and revision, by Board Member Paul Chevalier.

Attachments :

Title	Created	Filename
DGB Policy Manual List for Drafts and Edits for Discussion	Oct 03, 2019	DGB Policy Drafts and Edits List for DISCUSSION ONLY.pdf
Revised All Board Policy Manual	Oct 03, 2019	revised ALL BOARD POLICY 10-03-19.pdf

District Governing Board
Policy Manuel List

DRAFTS AND EDITS for Discussion ONLY

The policies on the list will be worked on by the individual board members for
November's Board Meeting.

Policy Number	Title	Comments
2.0	Executive Limitations	Edits
2.1	Treatment of Employees	Compose
3.0	Governance Process	Compose
3.1.1.1	Open Meeting Law	Revise
3.1.4	Self-Evaluation	Revise
3.1.5	Continuity (working on designing Orientation Training)	Compose
3.2.1	Ownership Linkage	Edits
3.3.1	Discipline Needed to Govern	Edits
3.3.2.7	Transparency	Compose
3.3.3.4	Board Operates with One Voice	Edits
3.4.3	All Meeting Agendas	Edits
3.4.5	Elections/Appointments	Alternations
3.5.2.1	Chairing Meetings	Edits
4.2.4	Strategic Planning	Compose
4.6	Conferral of President Emeritus/a Status	Edits
5.0	Past Policies Superseded	Compose

1 Ends

Rev Date

9/14/2017 Rev No 9 Ref No 738122

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life. The College will achieve these results at a justifiable cost.

1.1 Education Ends

Rev Date 9/26/2016 Rev No 10 Ref No 669506

Students achieve their educational goals at an affordable price. This is the first priority.

1.1.1 Job Seekers Ends

Rev Date 1/19/2011 Rev No 8 Ref No 287648

Job seekers have the qualifications, skills, and abilities to succeed.

1.1.2 Transfer Student Ends

Rev Date 9/14/2017 Rev No 10 Ref No 738123

Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.

1.1.3 Lifelong Learners Ends

Rev Date 9/3/2015 Rev No 9 Ref No 586136

Lifelong learners have access to a variety of learning opportunities.

1.2 Economic Ends

Rev Date 9/26/2016 Rev No 9 Ref No 669552

Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs. This is the second priority.

1.3 Community Ends

Rev Date 9/26/2016 Rev No 10 Ref No 669553

Yavapai County residents have access to social and cultural opportunities. This is the third priority.

2 Executive Limitations

Rev Date 1/16/2018 Rev No 5 Ref No 764155

The President shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, unethical, or imprudent. **No officer or Dean of the College shall be on the Board, an officer or employee of any outside organization with which the College does business has a financial interest in, or engages in any activity that may be a conflict of interest or perceived conflict of interest.**

2.1 Treatment of Employees (Being worked on)

Rev Date 1/16/2018 Rev No 5 Ref No 764156

The President shall not cause or allow a workplace environment that is unfair, disrespectful, or unsafe.

Further, without limiting the scope of the above statements by the following list, the President shall not:

Rev Date 1/16/2018 Rev No Ref No

2.1.1 Human Resource Policies

Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievance and emergency situations, and protect against wrongful conditions.

1 764161

Rev Date 1/16/2018 Rev No 1 Ref No 764162

2.1.1.1 Harassment Protection

Permit staff to be without adequate protection from harassment.

Rev Date 1/16/2018 Rev No 9 Ref No 764167

2.2 Treatment of Students

The President shall not cause or allow conditions, procedures or decisions related to the treatment of students and others who use College programs and facilities that are unsafe, unfair, disrespectful, unnecessarily intrusive, or inconsistent with a culture of student success.

Further, without limiting the scope of the above statements by the following list, the President shall not:

2.2.1 Student Protections

Permit students and others who use College programs and facilities to be without reasonable protections against hazards or conditions, including harassment that might threaten their health, safety or well-being.

Rev Date 1/16/2018 Rev No 10 Ref No 764168

2.3 Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College's fiscal integrity or public image.

Further, without limiting the scope of the above statements by the following list, the President shall not:

Rev Date 1/16/2018 Rev No 6 Ref No 764173

2.3.1 Employment

Promise or imply guaranteed employment.

Rev Date 1/16/2018 Rev No 7 Ref No 764174

2.3.2 Market Compensation

Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

Rev Date 1/16/2018 Rev No 7 Ref No 764175

2.4 Planning

The President shall not permit planning that allocates resources in a way that deviates materially from Board-stated Ends priorities, risks fiscal jeopardy, or does not enable the long-term ability of the College to achieve Ends.

Further, without limiting the scope of the above statement by the following list, the President shall not:

Rev Date 1/16/2018 Rev No 1 Ref No 764095

	Rev Date	Rev No	Ref No
	1/16/2018		
2.4.1 Multi-Year Strategy	1/16/2018	1	764098
Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.			
2.4.2 Situational Planning		2	765253
Permit planning that risks any situation or donation described as unacceptable in the "Financial Condition and Activities" policy.			
2.4.3 Planning for Fiscal & Organizational Capability	1/16/2018	1	764100
Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.			
2.4.3.1 Personnel Transitions & Competent Operations	1/16/2018	1	764101
Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operations of the College over the long term.			
2.5 Financial Conditions & Activities	1/27/2018	6	764182
With respect to the actual, ongoing financial conditions and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board-stated Ends priorities.			
Further, without limiting the scope of the above statement by the following list, the President shall not:			
2.5.1 Expenditure of Funds	1/16/2018	1	764110
Expend more funds than have been received or are available in reserves in the fiscal year.			
2.5.2 Lease Limits and Delegation of Lease Authority for Real Property	1/16/2018	8	764183
Enter into any lease agreement for more than one year in duration or that exceeds \$200,000 per year.			
2.5.2.1 Improvements to Leased Property Make any lease improvements over \$10,000.	1/16/2018	7	764184
2.5.3 Reserve Adequacy	1/16/2018	1	764111
Allow reserves to be at an inadequate level for future needs.			

Rev Date 1/16/2018	Rev No	Ref No
Rev Date 1/16/2018	8	764185

2.5.3.1 Reserve Limits

Allow Current Fund Reserves to drop below seventeen percent (17%) of the operating budgets or Plant Fund Reserves to drop below \$1 million.

Rev Date 1/16/2018	Rev No 1	Ref No 764116
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2.5.3.2 Reserve Replenishment

Allow reserve funds to replenish at an inappropriate rate after, in accordance with specified Board approval, funds have dropped below the President's authorized limits.

2.6 Asset Protection

The President shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

7	764194
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Further, without limiting the scope of the above statement by the following list, the President shall not:

2.6.1 Insurance

Permit the College to be without adequate insurance against theft, fire and casualty losses, including liability insurance that covers Board members, staff, and individuals engaged in activities on behalf of the College, or the College itself.

Rev Date 1/16/2018	Rev No 1	Ref No 764119
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2.6.2 Internal Controls

Receive, process or disburse funds under internal controls that are insufficient to meet the applicable auditing standards.

Rev Date 1/16/2018	Rev No 1	Ref No 764120
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2.6.3 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.

Rev Date 12/14/2011	Rev No 4	Ref No 344134
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2.6.4 Intellectual Property

Allow intellectual property, information and files to be exposed to loss or significant damage.

Rev Date 1/16/2018	Rev No 1	Ref No 764121
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2.7 Legislative Delegation Restrictions

The President may neither make nor delegate financial decisions for which legislation specifically requires delegation of authority from the Board, except for the following, which the Board authorizes without the need for further Board approval provided the decisions are compliant with the Board's policies:
 ? - Pursuant to A.R.S. Section 15-1444(B)(2), the authority to enter into leases for real property either as lessor or lessee on behalf of the College;
 ? - Pursuant to A.R.S. Section 15-1444 (A)(6) & (B) (4), the authority to employ, including to enter into, amend, or terminate all employment contracts on behalf of the College, except for any actions taken with regard to a contract of employment for the position of College President.

Rev Date 1/16/2018	Rev No 1	Ref No 764128
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Rev Date	Rev No	Ref No
1/16/2018		
Rev Date	Rev No	Ref No
1/16/2018	6	764197

2.8 Communication and Support to the Board

The President shall not permit the Board to be uninformed or unsupported in its work.

Further, without limiting the scope of the above statement by the following list, the President shall not:

2.8.1 Information to the Board

Rev Date	Rev No	Ref No
1/16/2018	1	764131

Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.

2.8.1.1 Timely Information & Criteria

Allow the Board to be without timely decision information to support informed Board choices, including relevant environmental scanning data, a representative range of staff and external points of view, a risk assessment including probability and impact of risks, and alternative choices with their respective implications.

1	764132
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Rev Date	Rev No	Ref No
1/16/2018	1	764133

2.8.1.2 Monitoring Data

Neglect to submit timely monitoring data including interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretations are reasonable and evidence of compliance.

Rev Date	Rev No	Ref No
1/16/2018	1	764134

2.8.1.3 Ends & Executive Limitations Non-Compliance

Let the Board be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.

Rev Date	Rev No	Ref No
1/16/2018	1	764135

2.8.1.4 Incidental Information

Let the Board be ~~un~~aware of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, ~~and~~ material, **and significant illegal drug use** or publicly visible internal changes or events, including changes in executive personnel.

Rev Date	Rev No	Ref No
1/16/2018	1	764136

2.8.1.4.1 Monthly Reports

Allow the Board to be without monthly reports of budget deviations and reserves.

Rev Date	Rev No	Ref No
1/16/2018	1	764137

~~2.8.1.4.2 Absence of the President (DELETE)~~

~~Allow the Board to be uninformed regarding when the President is absent or unavailable and who the President has designated to act in the President's place.~~

Rev Date	Rev No	Ref No
1/16/2018		
Rev Date	Rev No	Ref No
1/16/2018	5	764198

2.8.1.5 Policy Compliance

Allow the Board Chair to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governances Process and Board-President Delegation, particularly in the case of board behavior which is detrimental to the work relationship between the Board and the President.

Rev Date	Rev No	Ref No
1/16/2018	1	764138

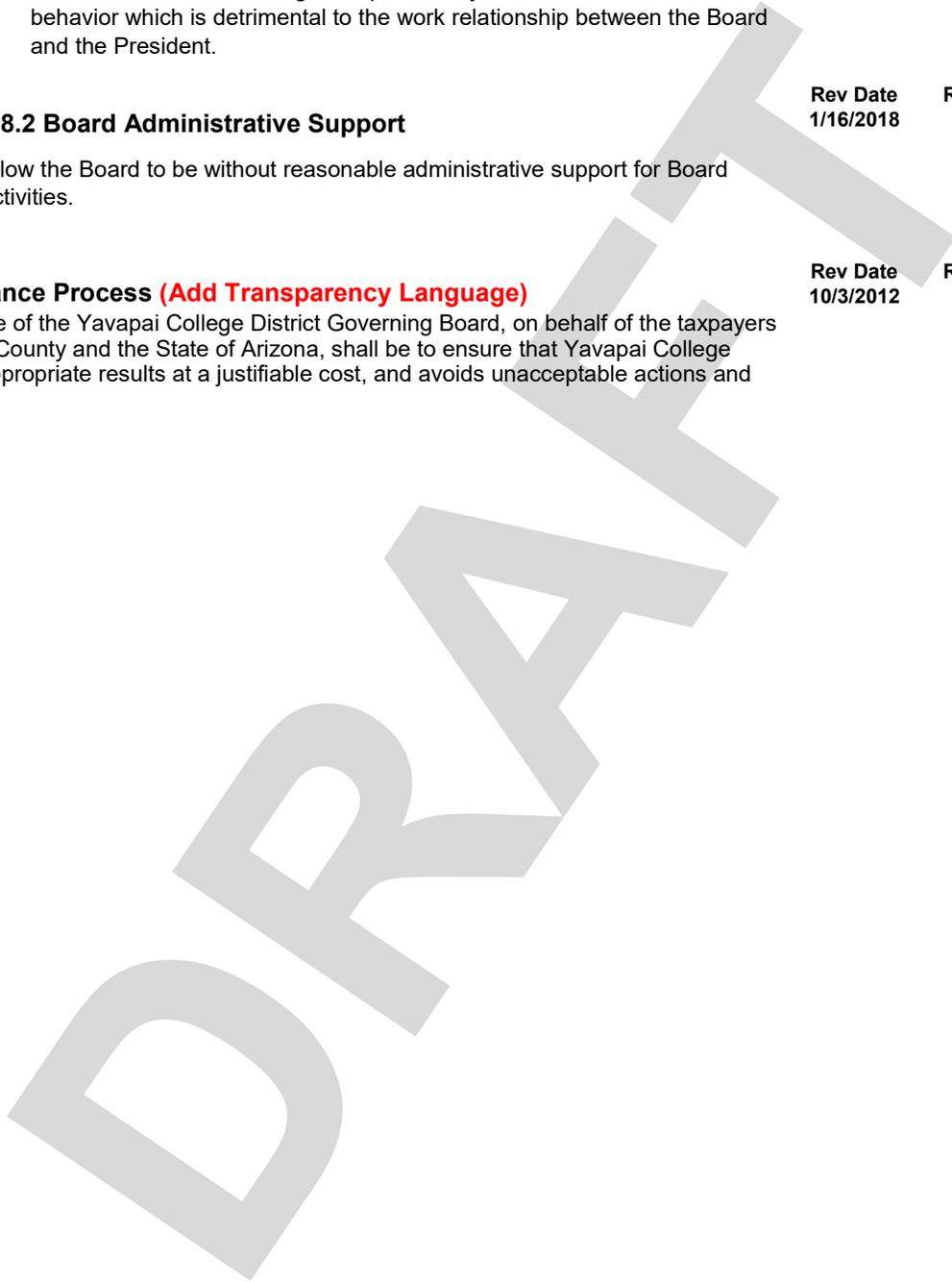
2.8.2 Board Administrative Support

Allow the Board to be without reasonable administrative support for Board activities.

Rev Date	Rev No	Ref No
10/3/2012	5	396359

3 Governance Process (Add Transparency Language)

The purpose of the Yavapai College District Governing Board, on behalf of the taxpayers of Yavapai County and the State of Arizona, shall be to ensure that Yavapai College achieves appropriate results at a justifiable cost, and avoids unacceptable actions and situations.



3.1 Governing Focus and Style

2/11/2015 9 560664

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:

3.1.1 Trustee Obligation

Rev Date 2/15/2018 Rev No 6 Ref No 768629

Shall operate in all ways mindful of its civic trusteeship obligation to all the owners of its district (all residents of the county) and its lawful obligations in compliance with Title 15, Chapter 12 Community Colleges of the Arizona Revised Statutes and all other applicable federal and state statutes and regulations.

3.1.1.1 Open Meeting Law (Being Revised)

Rev Date 3/18/2015 Rev No 11 Ref No 564189

1. Board members will take legal action on matters only at a properly-noticed Board meeting and only when the matters are specifically included on the agenda.
2. To avoid inadvertent violations of the Open Meeting Law:
 - a) When communicating with a quorum of the Board by email, College staff shall blind-copy the Board members to remove the possibility that a Board member will reply to all of the addressees.
 - b) To the extent that two Board members discuss Board business outside of a public meeting, neither shall repeat those discussions to another member of the Board outside of a public meeting, nor shall College staff do so to the extent that they are included in or learn of the discussions.

3.1.1.2 Governing Board Email

This policy governs email communications between and with Board members and is intended to protect Board members from inadvertent violations of the Open Meeting Law.

- **Board members may not use e-mail to communicate with any other Board member about College or Board business or about any matter that may foreseeably come before the Board at a future date for some action. Board members may not request that College administration or another third-party forward their email to other members of the Board.**
- **Board members may use e-mail to communicate with College administration regarding College or Board business, including requests for factual information related to the College or Board, as long as no other Board members are copied on such e-mail messages.**
- **Board members may not forward e-mail messages received from College administration to any other Board member, regardless of**

whether the Board member forwarding the e-mail message adds a personal comment to the forwarded message or not.

Rev Date Rev No Ref No

- Board members may use e-mail to communicate a request to the Board Chairman that a matter be placed on a future Board agenda.
- College administration may use e-mail to communicate with Board members about College and Board business, including requests for factual information, as long as the e-mail messages from administration blind copy all Board members if the email is sent to more than one Board member and do not communicate the opinion of any Board member regarding the subject matter(s) addressed in the e-mail message.

3.1.2 Values and Perspectives

Rev Date Rev No Ref No
2/11/2015 7 560666

Shall direct, control, and inspire the organization through the establishment of written policies that clearly define the organization's values.

3.1.3 Member Expertise

Rev Date Rev No Ref No
2/11/2015 6 560667

Shall use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute his/her individual values for the group's values.

3.1.4 Self-Evaluation (Being Revised)

Rev Date Rev No Ref No
2/24/2015 10 560668

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.

Rev Date Rev No Ref No
2/11/2015 6 560669

3.1.5 Continuity (Working on designing orientation)

To ensure the continual development of governance capability, **prior to taking office, all new board members will be offered formal orientation as adopted and implemented by the board**, shall include orientation of new Board members in the Board's governance process and periodic Board training and discussion of process improvement.

Rev Date Rev No Ref No
2/11/2015 6 560670

3.1.6 Hindrance

Shall not allow an officer, individual, or committee of the Board to hinder the fulfillment of his or her commitments.

3.2 Board Job Description

Rev Date 2/24/2015 Rev No 4 Ref No 429130

As an informed agent of the ownership, the Board's specific job outputs are those that are unique to its trusteeship role and necessary to ensure appropriate organizational performance.

Accordingly, the Board:

3.2.1 Ownership Yavapai County Residents Linkage

Rev Date 2/24/2015 Rev No 11 Ref No 560671

And its **Ownership Yavapai County Residents** 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.

3.2.1.1 Commitment to Arizona Community Colleges

Rev Date 2/24/2015 Rev No 7 Ref No 560672

Shall strive to appropriately balance the importance of local responsiveness and control within the context of statewide needs and issues and commits to cooperating with all other Arizona community colleges through meaningful dialogue and open sharing of information in order to:

- a) Align the Ends of Yavapai College with efforts to meet the learning needs of all Arizona's communities efficiently and effectively;
 - b) Assist one another in meeting high standards of public accountability;
- and
- c) Build the capacities of all our institutions.

3.2.1.2 Governing Policies

Rev Date 2/24/2015 Rev No 7 Ref No 560673

Shall produce written governing policies which address the broadest levels of all organizational decisions and situations via the following:

- a) Ends: Define which organizational products/impacts/benefits/outcomes, Yavapai College should be producing for which recipients/beneficiaries, and their relative worth in cost or priority.
- b) Executive Limitations: Constrain executive authority within boundaries of ethics and prudence.
- c) Governance Process: Specify how the Board conceives, carries out and monitors its own tasks.
- d) Board-President Linkage: Determine how the Board delegates power to the President and monitors its proper use.
- e) **Most Recent Version of the policies adopted by the board replace and supersede all prior versions and is the only version that is binding on the college.**

3.2.1.3 Assurance

Rev Date 2/5/2015 Rev No 7 Ref No 558845

Shall monitor the President's performance in order to ensure successful fulfillment of Ends.

3.2.1.4 Other Activities

1/16/2013 9 429139

Shall also approve names for District real property as recommended by the President.

Rev Date Rev No Ref No
Rev Date Rev No Ref No
5/25/2006 2 4081

3.3 Board Member Code of Conduct and Ethics

The Board expects of itself, as a whole and of its individual members, ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members.

Rev Date Rev No Ref No
3/26/2007 3 25889

3.3.1 Discipline Needed to Govern

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

Rev Date Rev No Ref No
2/5/2015 6 558846

3.3.2 Conflict of Interest

Board members must avoid any situation that may constitute a conflict of interest or the appearance of a conflict of interest with respect to their fiduciary responsibility to the College's ownership. Any question as to whether a potential conflict of interest exists shall be referred to legal counsel for the College.

Rev Date Rev No Ref No
2/13/2015 7 561403

3.3.2.1 Self-Dealing

There must be no self-dealing or any conduct of private business or personal services between any Board member(s) and the organization, except as allowed by law, to ensure openness, competitive opportunity, and equal access to information.

Rev Date Rev No Ref No
2/5/2015 8 558878

3.3.2.2 Employment

Board members must not use their positions to obtain employment in the College for themselves, family members, or close associates.

Rev Date Rev No Ref No
3/18/2015 5 564190

3.3.2.3 Acceptance of Employment

Should a Board member or the Board member's spouse be considered for employment by the College, the Board member must withdraw from deliberation and voting on any matter that pertains to such employment consideration and shall have no access to applicable Board information. If a Board member or the Board member's spouse accepts employment from the College, the Board member must resign his/her Board position in accordance with Arizona statute.

Rev Date Rev No Ref No
2/5/2015 2 558879

3.3.2.4 Personal Gain

Board members will refrain from using their Board position for personal or partisan gain, will take no private or individual action that will compromise the Board or administration, and will respect the confidentiality of information that is privileged from disclosure under applicable law.

3.3.2.5 Voting	Rev Date	Rev No	Ref No
When a matter under consideration might involve or appears to involve a conflict of interest for a Board member, that member shall declare the conflict at the beginning of discussion on the issue and will not vote on, participate in discussion regarding, or attempt to influence votes on any matter related to the conflict.	10/4/2012	2	396937
3.3.2.6 Conflict of Interest Agreement	Rev Date 9/10/2008	Rev No 2	Ref No 100555
Each Board member shall complete and submit a Conflict of Interest form, in a format determined by the Board, at least one time each year. Such form shall require the submission by the Board member of information relating to any potential conflicts of interest or shall affirm that no such potential conflict currently exists.			
3.3.2.7 Transparency (Being Proposed)	Rev Date 2/24/2015	Rev No 5	Ref No 429140
3.3.3 Individual Authority			
Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:			
3.3.3.1 Interaction with President or Staff	Rev Date 2/5/2015	Rev No 7	Ref No 558880
Board members' interaction with the President or with staff must recognize and actively communicate that authority rests only with the Board in a legally constituted meeting, and not with any individual Board member or group of Board members except as noted in these governance policies.			
3.3.3.2 Interaction with Public, Press, or other Entities	Rev Date 10/10/2018	Rev No 6	Ref No 807535
Board members may share their personal views on College or Board issues with the public, press, or other entities, but in doing so, they must recognize and acknowledge that unless they are authorized by these governance policies or the Board, they do not and cannot speak for the entire Board.			
3.3.3.3 Judgments of President Performance	Rev Date 3/11/2013	Rev No 3	Ref No 440124
Board members will make no formal evaluations of the President's performance except in compliance with the official evaluation process, and the President's performance shall be assessed only against explicit Board policies.			
3.3.3.4 Board Operates with One Voice Board Operates with One Voice (AJ) – Members Abide by Majority Decision (edits by Member Chevalier)	Rev Date 3/27/2007	Rev No 1	Ref No 26038
Board members will exercise authority over the organization only as they operate with one voice as a whole members abide by majority decision in Board meetings. Individual Board members will abide by and uphold the final majority decisions of the Board.			
3.3.4 Understanding the College as a Whole	Rev Date 3/27/2007	Rev No 4	Ref No 26039
Although Board members are elected by individual Yavapai College districts, they will seek to represent the ownership as a whole rather than the people of an individual district. Therefore, Board discussions will generally be about the welfare of the entire Yavapai College District.			

3.3.4.1 Contact for Complaints

Board members will work carefully with the public to ensure use of standard College procedures for handling community complaints or grievances. When individual Board members receive complaints from members of their constituency, the following process shall be followed:

The Board member will encourage the individual(s) to contact an appropriate College staff member, and the Board member will also contact the President. The President will let the Board member know when the College processes have been followed and the complaint has been addressed.

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

Rev Date	Rev No	Ref No
1/16/2013	6	429142

3.4 Agenda Planning

To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a reexploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.

Rev Date	Rev No	Ref No
2/5/2015	4	558881

3.4.1 End of Year Cycle

The cycle shall conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a oneyear segment of the Board's most recent statement of long-term Ends.

Rev Date	Rev No	Ref No
2/5/2015	5	558882

3.4.2 Start of Annual Cycle

The cycle shall start with the Board's development of its agenda for the next year.

Rev Date	Rev No	Ref No
1/16/2013	5	429143

3.4.2.1 Calendar for Owner Input

Consultations with selected groups in the ownership or other methods of gaining ownership input shall be determined and arranged in September and October, to be held during the balance of the cycle.

Rev Date	Rev No	Ref No
2/24/2015	6	558931

3.4.2.2 Calendar for Education and Ends

Governance education and education related to Ends' determination (e.g., Board training, presentations by futurists, demographers, advocacy groups and staff, studying internal and external publications, attending conferences, etc.) shall be arranged in September and October, and will be held during the balance of the cycle.

Rev Date	Rev No	Ref No
2/11/2015	6	560676

3.4.2.2.1 Board Member Orientation Process

New board members will be oriented in a manner that ensures acquaintance with all the Board's most critical responsibilities, documents, and processes.

- a) An existing Board member will be appointed in advance of the November elections to mentor each new Board member and ensure their completion of the orientation process.
- b) Board members will be familiarized with:
 - 1) Title 15, Chapter 12 - Community Colleges, of the Arizona Revised Statutes and with the Open Meeting Law;
 - 2) The Board's Policy Manual;
 - 3) The principles and practice of Policy Governance (through relevant reading and/or workshop attendance);
 - 4) The responsibilities of all staff engaged in Board support (including a meeting with the President); and
 - 5) Use of OurBoardroom to access and organize all Board documents, agendas, minutes, as well as submission of agenda items and monitoring report assessments.

Rev Date	Rev No	Ref No
2/11/2015	6	560675

3.4.3 All Meeting Agendas

The Board **Chair** shall plan its agenda around the specific job products of the Board, set out in the Board Job Description Policy 3.2. All meeting agendas shall clearly distinguish between items for the purposes of:

- a) **Ownership Yavapai County Residents** Linkage;
- b) Policy Development;
- c) Monitoring of President Performance;
- d) Fulfillment of items that are:
 - 1) Procedural,
 - 2) For Information Only, and
 - 3) For Board Education.

For Monitoring of Board Performance, Board agendas will also distinguish between items for discussion and items for decision and items on the Board's Consent Agenda (see Policy 3.4.3.4).

Rev Date	Rev No	Ref No
2/11/2015	10	560677

Rev Date	Rev No	Ref No
2/24/2015	1	26045

3.4.3.1 Referencing Existing Board Policy

All items on the agenda will reference the relevant existing Board policies.

3.4.3.2 Distinguishing Between Matters for the Board or President

- a) Any matter that falls outside the scope of the Board's Ends or President's Executive Limitations policies is a matter for Board decision.
- b) Any matter that falls within the scope of the Board's Ends or President's Executive Limitations policies is a matter for the President's decision.

Rev Date	Rev No	Ref No
2/24/2015	7	561991

3.4.3.3 Process for Placing Items on the Agenda

The President and any Board member who wishes to place an item on the agenda should do so through the Board Chair.

- a) If it is the Board's issue it will be placed on the next Board agenda.
- b) If it is the President's issue, the Chair will refer it to the President to be addressed in accordance with Board policy and inform any Board member concerned.

Rev Date	Rev No	Ref No
2/24/2015	3	560678

- c) If the Board member feels that this process has not been followed appropriately, he/she will inform the Chair who will place the matter on the next Board agenda.

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3.4.3.4 Consent Agenda

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.

Rev Date Rev No Ref No

2/11/2015 5 560679

Rev Date Rev No Ref No
2/13/2015 7 561404

3.4.4 President Monitoring

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.

3.4.5 Elections/Appointments (Proposed Alternate Election Processes)

Rev Date Rev No Ref No
10/22/2012 5 413188

As required by A.R.S. 15-1443(B), the Board will elect a Chair and a Secretary every January. The expectation will be that the newly-elected Chair and Secretary will serve a two-year term, but the Board may decide otherwise and elect a new Chair and Secretary every January. The Chair and Secretary shall serve from the date of election until the date on which their replacements are elected. The newly-elected Board Chair will appoint Board Liaisons for oneyear terms at the January or February meeting.

Rev Date Rev No Ref No
10/4/2012 4 396950

3.5 Board Chair and Other Officer Roles

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

Rev Date Rev No Ref No
1/16/2013 5 429148

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. **(keep the meeting dates but begin getting meeting materials seven 7 days in advance, recognizing that is means board will be receiving college information that is three 3 weeks order; staff will create the new monthly calendar for board members.)**

Rev Date Rev No Ref No
2/24/2015 4 396951

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.

Rev Date Rev No Ref No
11/22/2005 2 4109

3.5.1.2 Deliberation

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

	Rev Date	Rev No	Ref No
<p>3.5.1.3 Behavior</p> <p>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.</p>	4/23/2008	3	82593
<p>3.5.2 Chair Decision Authority</p> <p>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.</p> <p>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.</p>	10/4/2012	4	396952
<p>3.5.2.1 Chairing Meetings (CHANGES?)</p> <p>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.</p>	2/24/2015	3	71125
<p>3.5.2.2 Outside Parties</p> <p>The Chair shall have the authority to publicly state Chair decisions and interpretations within the area delegated to her or him.</p>	10/10/2018	4	807538
<p>3.5.2.3 Delegation of Authority</p> <p>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.</p>	1/17/2008	5	71126
<p>3.5.3 Board Chair's Role in Monitoring</p> <p>The Chair shall ensure the conduct of Board self-evaluation in accordance with Policy 3.1.4.</p>	2/11/2015	5	560680
<p>3.5.4 Secretary</p> <p>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.</p>	2/24/2015	5	558943
<p>3.5.5 Board Liaisons</p> <p>All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for</p>	9/12/2018	8	802214

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) AACCT Representative
- 3) Board Spokesperson

3.5.5.1 Board Spokesperson

The Spokesperson is the formal conduit for the Board and is responsible for communicating Board decisions with the public and the media - newspaper, radio, television, etc. When acting in his or her official capacity as the Board Spokesperson, 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.

Rev Date Rev No Ref No

10/10/2018 5 807539

3.6 Board Committee Purpose and Principles

When appointed by the Board, committees will exist to assist the Board in the fulfillment of its duties and not supplant the Board's role. Board committees shall be established to help the Board do its job, not to help or advise the staff. Committees ordinarily shall assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees shall normally not have direct dealings with current staff operations.

Rev Date Rev No Ref No
10/15/2012 4 398565

3.6.1 May Not Speak or Act for the Board

Board committees shall not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority shall be carefully stated in order not to conflict with authority delegated to the President.

Rev Date Rev No Ref No
2/5/2015 7 558884

3.7 Cost of Governance

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

Accordingly:

3.7.1 Budget

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

Rev Date Rev No Ref No
1/16/2013 4 429151

Rev Date Rev No Ref No
2/24/2015 9 561984

Rev Date	Rev No	Ref No
2/24/2015	5	560684

4 Board - President Linkage

The Board's sole official connection to the operational organization, its achievements, and conduct shall be through a Chief Executive Officer, titled President of Yavapai College.

Rev Date	Rev No	Ref No
12/6/2005	3	4407

4.1 Unity of Control

Only officially passed motions of the Board shall be binding on the President of Yavapai College.

Accordingly:

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4.1.1 Decisions or Instructions of Individual Board Members

Rev Date 12/6/2005
Rev No 3
Ref No 4408

Decisions or instructions of individual Board members, officers, or committees shall not be binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.

4.1.2 Requests from Board Members and Board Committees

Rev Date 1/16/2013
Rev No 6
Ref No 429153

In the case of Board members or Board committees requesting information or assistance without Board authorization, the President shall refuse such requests that require, in the President's opinion, a material amount of staff time or funds or are disruptive **unless the board votes to have the president provide it. (Being worked on)**

4.2 Accountability of the President

Rev Date 2/5/2015
Rev No 5
Ref No 558885

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

Accordingly:

4.2.1 Delegation of Employment Contract Authority

Rev Date 2/11/2015
Rev No 9
Ref No 560685

Pursuant to A.R.S. 15-1444(A)(6) & (B)(4), the Board hereby delegates to the College President all of its authority to employ; specifically, it delegates all of its authority to enter into, amend, or terminate all employment contracts on behalf of the College, without the need for the Board to approve such actions before they are effective, except for any actions taken with regard to a contract of employment for the position of College President. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.

4.2.2 President Performance

Rev Date 4/2/2007
Rev No 4
Ref No 26269

The Board shall view the President's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board proscribed means shall be viewed as successful President performance.

4.2.3 Other Staff Performance

Rev Date 4/2/2007
Rev No 1
Ref No 26272

The Board shall not evaluate, either formally or informally, any staff other than the President.

4.2.4 Strategic Planning (Being Proposed)

Rev Date 2/24/2015
Rev No 5
Ref No 558949

4.3 Delegation to the President

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

Accordingly:

4.3.1 Ends Policies

The Board shall develop policies instructing the President to achieve certain results for certain recipients at a specified cost. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Ends policies.

Rev Date 2/5/2015 Rev No 3 Ref No 558886

4.3.2 Executive Limitations Policies

The Board shall develop policies which limit the latitude the President may exercise in choosing appropriate organizational means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and they shall be called Executive Limitations policies. Single limitations below the global level do not limit the scope of the foregoing level.

Rev Date 1/11/2017 Rev No 4 Ref No 694487

4.3.3 President's Authority

As long as the President shall use any reasonable interpretation of the Board's Ends and Executive Limitations policies, the President shall be authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.

Rev Date 10/3/2012 Rev No 3 Ref No 396334

4.3.4 Change in Policies

The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the Board shall respect and support the President's choices.

Rev Date 2/5/2015 Rev No 4 Ref No 558887

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.

Rev Date 1/16/2013 Rev No 5 Ref No 429156

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.

Rev Date 2/5/2015 Rev No 6 Ref No 558857

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.

Rev Date 2/5/2015 Rev No 5 Ref No 558888

4.4.3 Standard for Compliance

Rev Date
12/6/2005

Rev No
3

Ref No
4441

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

4.4.4 Schedule

Rev Date
2/13/2015

Rev No
5

Ref No
561407

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. In order to protect from sudden loss of Presidential services, the President shall have a Succession Plan with at least one other senior staff person familiar with Board and Presidential issues and processes.

When the President is absent or unavailable, the Vice President for Instruction and

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4.5 President Compensation and Benefits

Rev Date
2/11/2015

Rev No
11

Ref No
560686

The Board shall negotiate a contract with the President that shall stipulate compensation and benefits for the President.

The President's remuneration shall be decided in or about June of each year and shall be consistent with any existing contract, after a review of monitoring reports received in the last year.

4.6 Conferral of President Emeritus/a Status

Rev Date
11/14/2018

Rev No
8

Ref No
810610

Excellence at Yavapai College requires the understanding and support of leaders who participate in defining the mission and goals of the College, and devote time, talent and resources toward their fulfillment. Certain of these leaders have distinguished themselves in service to the College and higher education.

The District Governing Board may recognize a retired President, no earlier than one year after retiring, through conferral of Emeritus Status. Such recognition is deemed to be an honor of the highest order and shall be reserved for those whose service has been exemplary.

~~Accordingly, the District Governing Board shall recognize a retiring president at the conclusion of their service through the conferral of Emeritus Status after waiting for a full year. Such recognition is deemed an honor of the highest order and shall be reserved for those whose service is exemplary.~~

Criteria for emeriti status designation shall include:

1. An exemplary record of service through demonstrated commitment of time, talent, and resources: and,
2. Documented leadership in advancing the District Governing Board Ends in its service to Yavapai College

Authority to Confer Emeriti Status:

1. The District Governing Board of Yavapai College may confer emeriti status to a president any time after active service has been concluded.
2. Any current District Governing Board Member may nominate a retiring or retired president for emeritus status, but the actual conference would not be effective until the end of active duty.
3. Designation will require the approval of the District Governing Board.

Rights and Privileges

1. The District Governing Board may grant non-monetary rights and privileges to emeriti designees so long as such benefits does not interfere with other College policies.
2. Emeriti may receive regular notifications and materials related to meetings of the College that designated emeritus status at which the designee emeriti will be a welcomed member in the audience.
3. Individuals to whom emeritus status has been granted are eligible to volunteer service with Yavapai College.

4.7 President Succession

In order to protect the College from sudden loss of Presidential services, the President shall have a written plan to address the President's short-term or long-term absences from the College. The plan shall be shared with College administration and the Board.

The President's plan shall include at least the following provisions:

- For a planned short-term absence, at least one other senior member of the executive leadership team who is familiar with Board

Rev Date
8/8/2017

Rev No
7

Ref No
726677

and Presidential issues and processes shall be available at the College during the absence. Prior to the President's absence, the President will empower that individual to take whatever action is necessary during the absence.

- During planned short-term absences, the President's whereabouts shall be available through the President's executive assistant and known by all members of the executive leadership team and the Chair of the Board.
- For an unplanned long-term absence, the Board shall appoint one senior member of the executive leadership team to serve as Acting President during the President's absence.

In the event an absence becomes permanent, the Board shall select the President's replacement after a widely advertised search according to such terms as are approved by the Board.

Student Development; Vice President for Finance and Administrative Services; or Vice President for Community Relations; will be empowered to act by the President prior to the absence. When the President is physically incapacitated or unexpectedly absent for a long period of time, the Board shall appoint one of the three vice presidents as Acting President during the President's absence. The President's whereabouts shall be available through the President's executive assistant and known by the Vice President for Instruction and Student Development; Vice President for Finance and Administrative Services; and Vice President for Community Relations.

5.0 Past Policies Superseded (Being Proposed – from AJ)

Each revised Board Policy replaces and supersedes that Board policy's language that existed anytime before the revision. (edits from

Presenter : Ray Sigafoos

Start Time : 4:49 PM

Item No : 36

Proposed By : Ray Sigafoos

Time Req : 3

Proposed : 9/23/2019

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 : District Governing Board Proposed Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION

Details : The Board will discuss proposed dates and places of future meetings for the District Governing Board.

*Please note the January 14 Board Budget Workshop and Regular Meeting might be moved to Tuesday January 21, 2019, starting at 9 a.m. in the Rock House in Prescott, AZ.

Attachments :

Title	Created	Filename
FY 19-20 Dates and Places of Future Meetings	Sep 16, 2019	FY19-20- Dates and Places of Future Meetings.pdf
FY 19-20 Dates and Places of Events	Sep 16, 2019	FY 19-20 Dates and Places of Events.pdf

DATES AND PLACES OF FUTURE MEETINGS – FY 2019-2020

TYPE OF MEETING	DATE/DAY/TIME/LOCATION
JULY and AUGUST 2019 – NO BOARD MEETINGS	
Board Retreat	August 13, 2019, Day, Time 8 a.m. – 5 p.m. Location: Verde Valley Campus – Building M, Room 147
Board Retreat	September 9, 2019, Monday, 8:30 a.m. Location: Prescott Campus – Rock House
Regular Board Meeting	September 10, 2019, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Regular Board Meeting	October 8, 2019 Tuesday, 1:00 p.m. Location: Verde Valley Campus – M-137
Regular Board Meeting	November 12, 2019, Tuesday, 1:00 p.m. Location: Chino Valley Center 120/121
DECEMBER 2019 – NO REGULAR BOARD MEETING	
Board Budget Workshop	January 14, 2020, Tuesday 9:00 a.m. Location: Prescott Campus – Rock House
Regular Board Meeting	January 14, 2020, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Annual Board Workshop	February 10, 2020 – Monday, 10:00 a.m. Location: Prescott Campus – Rock House
Regular Board Meeting	February 11, 2020, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Regular Board Meeting*	March 3, 2020, Tuesday, 1:00 p.m. Location: Sedona Center, Room 34
Regular Board Meeting*	April 21, 2020, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Regular Board Meeting	May 12, 2020, Tuesday, 1:00 p.m. Location: Prescott Campus, Community Room 19-147
JUNE 2020 NO REGULAR BOARD MEETING	

DATES AND PLACES OF EVENTS – FY 2019-2020

TYPE OF EVENT	DATE/DAY/TIME/LOCATION
Verde Valley Commencement	May 10, 2019, Friday, 6:00 p.m. Location: Verde Valley Campus Mabery Pavilion
Nursing Pinning Ceremony	May 11, 2019, Saturday, 1:00 p.m. Location: Prescott Campus – Performing Arts Center
Prescott Commencement	May 11, 2019, Saturday, 6:00 p.m. Location: Prescott Campus – Performing Arts Center
YC GED Graduation	May 18, 2019, Saturday, 1:30 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	May 23, 2019, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
President’s Picnic	June 14, 2019, Friday 10a.m. – 2:00 p.m. Location: Cottonwood – Riverfront Park
GFI Quebec City	June 19, 2019, Wednesday – June 23, 2019 Sunday
Fall Convocation	August 12, 2019, Monday 8:30 – 4:30 p.m. Location: Prescott Campus – Performing Arts Center
AACCT Conference	September 6, 2019, Friday – September 8, 2019 Sunday Location: Hassayampa Inn
ACCT Leadership Congress	October 16, Wednesday – October 19 2019, Saturday Location: San Francisco, California
Nursing Pinning Ceremony	December 13, 2019, Friday – 3:00 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	December 12, 2019, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
Verde Valley Commencement	May 8, 2020, Friday, 6:00 p.m. Location: Verde Valley Campus
Nursing Pinning Ceremony	May 9, 2020, Saturday, 1:00 p.m. Location: Prescott Campus – Performing Arts Center
Prescott Commencement	May 9, 2020, Saturday, 6:00 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	May 21, 2020, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
Govern For Impact (GFI) Conference	June 18, 2020 Thursday – June 20, 2020 Saturday Location: Fort Worth, Texas

Presenter : Ray Sigafoos

Start Time : 4:52 PM

Item No : 37

Proposed By : Ray Sigafoos

Time Req : 1

Proposed : 9/23/2019

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