



**Regular Board Meeting
Agenda Summary
District Governing Board Regular Meeting
Tuesday, November 12, 2019
1:00 PM**

Agribusiness & Science Technology Center, Room 119
2275 Old Home Manor Way
Chino Valley, Arizona 86323

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	860234
2	Pledge of Allegiance - PROCEDURAL	1	1:00 PM	860235
3	Welcome to Guests and Staff - PROCEDURAL	2	1:01 PM	860236
4	Approval of District Governing Board October 8, 2019 Regular Meeting Minutes - DISCUSSION AND/OR DECISION	3	1:03 PM	860237
5	Adoption of Agenda - DECISION	1	1:06 PM	860238
6	OWNERSHIP LINKAGE - HEADING	0	1:07 PM	860241
7	Open Call - PROCEDURAL	15	1:07 PM	860242
8	MONITORING REPORT - HEADING	0	1:22 PM	860243
9	October Board Meeting Evaluation - INFORMATION AND/OR DISCUSSION	10	1:22 PM	860244
10	CONSENT AGENDA - HEADING	0	1:32 PM	862495

Item No.	Item	Time Req.	Start Time	Ref No.
11	Receipt of Report on Revenues and Expenditures - Month of September 2019- RECEIPT, DISCUSSION AND/OR DECISION	10	1:32 PM	860246
12	For Consideration for Approval of the Intergovernmental Agreement (IGA) between the State of Arizona Governor's Office of Youth, Faith, and Family and Yavapai College to provide Education Programs on the Risk of Abuse of Alcohol and Controlled Substances - RECEIPT, DISCUSSION AND/OR DECISION	2	1:42 PM	860248
13	POLICY - HEADING	5	1:44 PM	860247
14	Overview and Environmental Scan of Yavapai County and Yavapai College - INFORMATION AND/OR DISCUSSION	45	1:49 PM	862803
15	INFORMATION - HEADING	0	2:34 PM	860249
16	Sabbatical Reports From Tara O'Neill, School of Social Sciences. - INFORMATION AND/OR DISCUSSION	10	2:34 PM	860250
17	Information from the President to Include the Budget to Actual Monthly Report; Cash Reserves Monthly Report; College Highlights - INFORMATION AND/OR DISCUSSION	10	2:44 PM	860252
18	Update from Instruction and Student Development to Include Faculty Senate Update; Student Ambassador Report; - INFORMATION AND/OR DISCUSSION	20	2:54 PM	860253
19	SHORT RECESS - PROCEDURAL	10	3:14 PM	860254
20	MONITORING REPORTS (CONTINUED) - HEADING	0	3:24 PM	860255
21	Receipt of the President's Monitoring Report - Ends Statement 1 - MONITORING, DISCUSSION, AND/OR DECISION	5	3:24 PM	860256
22	Receipt of President's Monitoring Report - Ends Statement - 1.2 Economic Ends - MONITORING, DISCUSSION, AND/OR DECISION	5	3:29 PM	860257
23	Receipt of President's Monitoring Report - Ends Statements - 1.3 Communities Ends - MONITORING, DISCUSSION, AND/OR DECISION	5	3:34 PM	860258
24	Receipt of President's Monitoring Report - Executive Limitation 2.7 - Legislative Delegation Restrictions - MONITORING, DISCUSSION, AND/OR DECISION	4	3:39 PM	860259
25	OWNERSHIP LINKAGE (CONTINUED) - HEADING	0	3:43 PM	860261
26	Report from the Association of Community College Trustees (ACCT) Leadership Congress - INFORMATION AND/OR DISCUSSION	5	3:43 PM	860263
27	Reports from Board Liaisons - Board Spokesperson; Arizona Association of Community College Trustees (AACCT); and Yavapai College Foundation - INFORMATION, DISCUSSION, AND/OR DECISION	5	3:48 PM	860264
28	OTHER INFORMATION - HEADING	0	3:53 PM	860265
29	District Governing Board Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION	1	3:53 PM	860267
30	ADJOURNMENT OF REGULAR MEETING - PROCEDURAL	1	3:54 PM	860268

Presenter : Ray Sigafoos

Start Time : 1:01 PM

Item No : 3

Proposed By : Ray Sigafoos

Time Req : 2

Proposed : 10/7/2019

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 to Yavapai College.

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 1:03 PM

Item No : 4

Proposed By : Ray Sigafoos

Time Req : 3

Proposed : 10/7/2019

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 District Governing Board October 8, 2019 Regular Meeting Minutes - DISCUSSION AND/OR DECISION

Details : To affirm discussion and record of actions, motions made and approved by the District Governing Board at the October 8, 2019 Regular District Governing Board Meeting . As part of the Board Agenda, the record of the proceedings of the previous meetings are presented for Board approval, reporting the kind of meeting, date and place of the meeting, participants present, approval of consent items, and all the main motions, the hours of the meeting(s), and the adjournment. The approved minutes are used to establish a permanent record of decisions approved by the District Governing Board. (Executive Session minutes are confidential by statute and are; therefore, not included in public meeting documents.)

Attachments :

Title	Created	Filename
Unapproved Meeting Minutes October 8, 2019	Nov 05, 2019	UnApproved October 8 2019 Regular Board Minutes.pdf



Yavapai College District Governing Board

Approved Regular Board Meeting Minutes

Tuesday, October 08, 2019

1:00 PM

District Governing Board Regular Meeting

Verde Valley Campus

601 Black Hills Drive, Building M, Room 137

Clarkdale, Arizona 86301

Members Present:

Mr. Ray Sigafoos, Chair

Mr. Steve Irwin, Secretary

Dr. Patricia McCarver, Board Member (attended via telephone beginning at 3:00 p.m.)

Ms. Deb McCasland, Board Member

Mr. Paul Chevalier, Board Member

Administration Present:

Dr. Lisa B. Rhine, President

Atty. 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 1:00 p.m.

3 Pledge of Allegiance – PROCEDURAL

The Pledge of Allegiance was led by Member McCasland.

4 Welcome to Guests and Staff – PROCEDURAL

None to present.

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

Member McCasland moved, seconded by Member Irwin to approve the District Governing Board Minutes from the September 9, 2019 District Governing Retreat and the September 10, 2019 District Governing Regular Board Meeting. Motion carried unanimously (Chevalier, Irwin, McCasland, Sigafoos voting in favor).

6 Adoption of Agenda – DECISION

Board Chair Sigafoos requested a change to the agenda; item # 32 (Consider two-year renewal of Osborn Maledon contract for governing board legal counsel. - INFORMATION, DISCUSSION, AND/OR DECISION.) will be moved to follow item #36 on the agenda.

Member Irwin moved, seconded by Member McCasland to adopt the agenda with the change requested by Chair Sigafoos. Motion carried unanimously (Chevalier, Irwin, McCasland, Sigafoos voting in favor).

8 Open Call – PROCEDURAL

The following owners addressed the Board:

- Ruth Wicks - Tuition (requesting that the Board consider not raising tuition rates, but instead lowering them)
- Bob Weir - CTED Partnership with Yavapai College (Thank you for the CTE program and discussed Dual Enrollment)

10 September Board Meeting Evaluation - INFORMATION AND/OR DISCUSSION

The Board had a discussion on operating ethically and goals supporting student learning and student success.

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

Chair Sigafoos noted that there is no Consent Agenda this month. Instead, he asked Dr. Ewell to give a report on the timing of Revenues and Expenditures information.

Dr. Ewell discussed the reporting to the Board about the Budget.

Chair Sigafoos confirmed that the financial report given in this board meeting is for August 2019.

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

Dr. Rhine informed the Board of the additional information that will be given to them beginning in November: General Fund's Top 10 Expenses, and Prior Year Expenses for comparison.

Dr. Ron Liss will retire on January 24, 2020. Dr. Rhine thanked him for his years of service. Chair Sigafoos wished Dr. Liss all the best of luck in his retirement.

Dr. Liss gave a presentation on current College enrollment.

Dr. Rhine informed the Board that the College Highlights and Facilities Management Newsletter can be found on the Yavapai College website, on the President's web page.

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

Dr. Jennifer Jacobson, President of the Faculty Senate, gave a presentation on the current committees established by the Faculty Senate and their focus for this year. She also reported on the Riders Read Events for Fall 2019. The book selected is The Immortal Life of Henrietta Lacks by Rebecca Skloot, and the dates of discussions were provided to the Board.

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

Dr. Ewell gave a presentation on the proposed scholarship, tuition and fees for fiscal year 2020-2021, including the recommended increases in tuition, fees and auxiliary services. He also provided information regarding additional discounts for the Senior Citizen Discount program and the Full Time Student Discount program.

Member Chevalier moved, seconded by Member McCasland to adopt the recommended scholarships (including discounts), tuition, and fees for the Fiscal Year 2020-2021. Motion was carried unanimously (Chevalier, Irwin, McCasland, Sigafos voting in favor).

17 Receipt of President's Monitoring Report - Executive Limitations 2.1 - Treatment of Employees - MONITORING, DISCUSSION, AND/OR DECISION

The second submission by the President of Monitoring Report for Policy 2.1 and Sub-policies.

Member Irwin moved, seconded by Member McCasland, 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 sub-policies. Motion carried unanimously (Chevalier, Irwin, McCasland, Sigafos voting in favor).

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

Member McCasland moved, seconded by Member Irwin, we have read the President's Monitoring Report regarding Policy 1.1 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 1.1 and its sub-policies. Motion carried unanimously (Chevalier, Irwin, McCasland, Sigafos voting in favor).

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

Member McCasland moved, seconded by Member Irwin, we have read the President's Monitoring Report regarding Policy 2.3 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 2.3 and its sub-policies. Motion carried unanimously (Chevalier, Irwin, McCasland, Sigafos voting in favor).

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

Member McCarver joined the board meeting by telephone.

The Board discussed the President Linkage – Policy 4.2.

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

The Board discussed the written input from the members. No decision from the Board was needed.

22 SHORT RECESS – PROCEDURAL

Meeting recessed at 2:31 p.m.; reconvened at 2:41 p.m.

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

Member McCasland moved, seconded by Member Irwin, to delete Board Policy 2.8.1.4.2 Absence of the President as duplicative of other board policies. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

25 Review this policy 2.8.1.4 Incidental Information – INFORMATION, DISCUSSION, AND/OR DECISION.

Member Chevalier moved, seconded by Member McCarver, to adopt the edits to Board Policy 2.8.1.4 Incidental Information. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

Approved Revised Policy 2.8.1.4: Let the Board be unaware of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, material or

publicly visible internal changes or events, including changes in executive personnel, and significant illegal drug use.

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

Member Chevalier moved, seconded by Member McCasland, to table Board Policy 3.1.5 Continuity to the next Board meeting. Motion carried unanimously (Chevalier, Irwin, McCasland, Sigafos, McCarver voting in favor).

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

Member Chevalier moved to accept the proposed revision to Policy 3.2.1.2. The motion failed for lack of a second.

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

Member Chevalier withdrew his previously proposed edits. The Board discussed additional edits suggested orally by Member Chevalier.

Member Chevalier moved, seconded by Member McCasland, to adopt the edits to Board Policy 3.5.1 Job Output. Motion carried with 4 yes and 1 no vote (Chevalier, McCarver, McCasland, Sigafos in favor and Irwin voting against).

Approved Revised Policy 3.5.1: The job output of the Chair shall be to see that the Board behaves consistent with its own policies and those imposed upon it by law and regulation.

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

There was no motion on this item. Therefore, the Board Policy 4.1.2 Requests from Board Members and Board Committee will not be revised at this time.

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

Member Chevalier moved to revise the final paragraph of the proposed policy to remove the need for a widely advertised search. The motion failed for lack of a second.

Member McCasland moved, seconded by Member Irwin, to adopt the revisions to Board Policy 4.7 President Succession. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

Approved Revised Policy 4.7: 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 Board. The President's plan shall include a 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 Presidents' executive assistant and known by all members of the executive leadership team and 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.

- 31 Review the Board's Annual Calendar and the FY20 Budget Work Session- INFORMATION, DISCUSSION, AND/OR DECISION.
Dr. Ewell presented the January 2020 Budget Workshop Agenda to the Board.

Member Irwin moved, seconded by Member McCasland, to move the Tuesday, January 14, 2020 Board Budget Workshop and Regular Board Meeting to Tuesday, January 21, 2020 and to approve receiving the financial report one month in arrears. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

Member Chevalier moved, seconded by Member McCasland to review and discuss the Board Budget at the Tuesday, February 11, 2020 Regular Board Meeting. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

- 32 Consider two-year renewal of Osborn Maledon contract for governing board legal counsel. - INFORMATION, DISCUSSION, AND/OR DECISION.
Matter discussed below after Agenda Item 36, pursuant to earlier Board vote.

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

The Executive Assistant to the Board will organize the Board's availability with the Facilitator.

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

Member McCasland will provide additional information about the breakfast at the ACCT Conference in San Francisco to the Executive Assistant to the Board for publication to the attendees and the information on the ACCT in Tucson, AZ.

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

The Board already made decisions regarding these issues in connection with Agenda Item 31.

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

Attorney Lynne Adams left the Board Meeting to allow the Board to discuss the Board's contract with Osborn Maledon, P.A., the Board's legal counsel.

Member McCarver moved, seconded by Member Chevalier, to renew the Board's legal counsel contract for two years (from January 1, 2020 through December 31, 2021) with Osborn Maledon P.A., and move forward with trying to find ways to reduce cost if possible. Motion carried unanimously (Chevalier, Irwin, McCarver, McCasland, Sigafos voting in favor).

37 ADJOURNMENT OF REGULAR MEETING - PROCEDURAL

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

Regular meeting adjourned at 4:30 p.m.

Respectfully submitted:

Ms. Yvonne Sandoval, Recording Secretary

Date: _____

Mr. Ray Sigafos, Chair

Mr. Steve Irwin, Secretary

Presenter : Ray Sigafoos

Start Time : 1:07 PM

Item No : 7

Proposed By : Ray Sigafoos

Time Req : 15

Proposed : 10/7/2019

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, may ask staff to review a matter, or may ask that a matter may be put on a future Board agenda. However, members of the public body shall not discuss or take legal action on matters raised during an Open Call to the public unless the matters are properly noticed for discussion and legal action.

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

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 1:22 PM

Item No : 8

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 10/7/2019

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 : 1:22 PM

Item No : 9

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 10/7/2019

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 : October 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 October 8, 2019 meeting, the Board completed the assessment for that meeting. Staff compiled the results.

Attachments :

Title	Created	Filename
D.G.B. October Board Evaluation	Oct 21, 2019	Oct Monthly Eval Compilation.pdf

Yavapai College District Governing Board Board Meeting Self-Evaluation (Monthly)

Compilation for Month of: October 2019

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

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

Comments from the Coordinator: Board Member McCarver did not complete as she did not attend at October DGB meeting she called in at 3pm to votes on items 24 – 37.

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	
The Board operates as a unit and honors Board decisions.	1	3		Irwin: East side and West side needs to go away and be replaced with whole district.
The Board’s behavior demonstrates that its constituency is the entire county.	2	1	1	
Board members operate ethically and without conflicts of interest.	1	1	2	
Board decisions are made with the goal of supporting student learning and student success.	1	2	1	
What is the most important thing the Board could do to improve our function as a board? Chevalier: make consensus decisions				

Presenter : Ray Sigafoos

Start Time : 1:32 PM

Item No : 10

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 10/21/2019

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 : CONSENT AGENDA - HEADING

Details :

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 1:32 PM

Item No : 11

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 10/7/2019

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 September 2019- RECEIPT, DISCUSSION AND/OR DECISION

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

Included is the financial update report highlighting the status of several key financial indicators.

The report of Revenues and Expenditures for the fourth month of Fiscal Year 2019-2020 ending September 30, 2019 is attached. Expenditures are reported on the modified accrual basis of accounting.

Attachments :

Title	Created	Filename
Financial Update - September 2019	Oct 28, 2019	Consent Agenda 1st Receipt of Rpt on Revenues Expenses Narrative - Sept in Nov.pdf
YCFS September 2019 - Governing Board Budget Report	Oct 28, 2019	Consent Agenda 2nd YCFS Sept 2019 - Governing Board Budget to Actual.pdf
YCFS September 2019_ Summary	Nov 05, 2019	Consent Agenda 3rd YCFS Sept 2019_ Summary Fund Budget to Actuals Final.pdf

YAVAPAI COLLEGE

FINANCIAL UPDATE

September 2019

FY2018-2019 Close and Audit

- The year-end close for FY2018-19 is planned for November 2019.
- The auditors began 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 primarily intended to furnish services to students, staff and the public. The majority of the District's Auxiliary Enterprises exist 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 the Bookstore, Food Services, and Housing. The remaining Auxiliary Enterprises 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. As the District manages this subsidy it strives to offer 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 Three Months Ended September 30, 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	\$ 11,045	\$ 27,550	\$ 38,595	
AJ Crabill	Consulting & Facilitation	-	9,400	9,400	
Association of Community College Trustees	Membership & Conference Fees	6,928	-	6,928	
Deborah McCasland	Travel	383	1,951	2,334	
Govern for Impact	Membership & Conference Fees	3,540	-	3,540	
HF Group LLC	Binding	140	-	140	
Lisa Rhine	Travel	484	1,951	2,435	
Osborn Maledon PA	Legal Counsel	8,591	12,659	21,250	
Ourboardroom Technologies	Software Maintenance	5,750	5,750	11,500	
Paul Chevalier	Travel	375	-	375	
Ray Sigafoos	Travel	281	2,117	2,398	
Sodexo Inc.	Food Supplies	942	5,058	6,000	
Steve Irwin	Travel	-	1,951	1,951	
Supplies/Other	Various Vendors	368	-	368	
The Governance Coach	Consulting	653	-	653	
Yvonne Sandoval	Travel	-	1,951	1,951	
YC Printing Services	Printing	869	-	869	
				<u>110,687</u>	
Remaining Budget - September 30, 2019					<u>\$ 64,113</u>

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Three Months Ended September 30, 2019 - 25.0% 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>	<u>FY 18/19 Actuals</u>	<u>Percent Change</u>		
REVENUES:											
Primary Property Taxes	\$ 9,497,022		\$ 9,497,022	\$ 38,102,400	24.9%	\$ 38,102,400	\$ -	\$ 9,233,400	2.9%		
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-			
Tuition and Fees	5,531,939		5,531,939	11,341,000	48.8%	11,341,000	-	5,462,203	1.3%		
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	147,475	300.5%		
Other Revenues	66,528		66,528	421,000	15.8%	421,000	-	78,405	-15.1%		
Interest Income	60,401		60,401	225,000	26.8%	225,000	-	36,593	65.1%		
Fund Balance Applied to Budget	950,000		950,000	3,800,000	25.0%	3,800,000	-	500,000	N/A		
General Fund Transfer Out	(1,603,275)		(1,603,275)	(6,413,100)	25.0%	(6,413,100)	-	(1,134,552)	N/A		
TOTAL REVENUES	15,093,290		15,093,290	47,357,700	31.9%	49,119,000	1,761,300	14,323,524	5.4%		
		<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>	<u>FY 18/19 Actuals</u>	<u>Percent Change</u>
EXPENDITURES (Note 1):											
Instruction		\$ 3,438,714	\$ 8,201,381	\$ 7,982,432	\$ 3,657,663	\$ 18,749,600	19.5%	\$ 18,749,600	\$ -	\$ 3,473,105	-1.0%
Academic Support		1,224,681	1,979,665	1,919,073	1,285,273	4,483,100	28.7%	4,483,100	-	1,204,356	1.7%
Institutional Support		3,288,063	5,426,737	4,285,018	4,429,782	10,093,500	43.9%	10,093,500	-	2,947,903	11.5%
Student Services		1,453,936	2,646,622	2,535,471	1,565,087	6,182,900	25.3%	6,182,900	-	1,302,440	11.6%
Operation/Maintenance of Plant		1,505,446	2,618,332	2,195,187	1,928,591	6,580,700	29.3%	6,580,700	-	1,455,622	3.4%
Scholarships		409,722	-	-	409,722	940,500	43.6%	940,500	-	392,479	4.4%
Public Service		76,188	201,278	201,278	76,188	327,400	23.3%	327,400	-	39,041	95.1%
TOTAL EXPENDITURES		11,396,750	21,074,015	19,118,459	13,352,306	47,357,700	28.2%	47,357,700	-	10,814,946	5.4%
SURPLUS/(DEFICIT)					\$ 1,740,984	\$ -					

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 43.6% of budget due to fall 2019 financial aid awards being made.

The Budget currently has a surplus of \$1,740,984.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND - EXPENDITURES BY ACCOUNT

For the Three Months Ended September 30, 2019

Fiscal Year 2019-2020

<u>Expenditures By Account</u>	<u>Year to Date (As of 9/30/19)</u>	<u>Prior Year (As of 9/30/18)</u>	<u>Percent Change</u>
Salary and Benefits	\$ 7,963,683	\$ 7,720,589	3.1%
Maintenance Contracts - Software	822,436	772,391	6.5%
Scholarship Expense	378,298	368,828	2.6%
Liability Insurance	340,488	344,884	-1.3%
Electricity	325,834	326,971	-0.3%
Contractual Services - Other	233,711	132,348	76.6% 1
Supplies - Software/Licenses	204,559	169,263	20.9%
Water/Sewage/Garbage	101,127	104,509	-3.2%
Memberships & Dues - Instit'l	89,082	62,324	42.9% 2
Other	909,484	855,420	6.3%
	<u>\$ 11,368,702</u>	<u>\$ 10,857,527</u>	<u>4.7%</u>

1 - Contractual Services increased due to the hiring of Insidetrack Inc. to improve student enrollment, persistence, graduation rates, and to provide training to YC staff.

2 - Institutional Memberships & Dues increased as a result of price increases and more memberships from the prior year. This includes dues paid to the Higher Learning Commission, AZ Community College Coordinating Council, Association of Community College Trustees and the AZ Board of Regents (Institutional Transfers).

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Three Months Ended September 30, 2019 - 25.0% 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	\$ 3,599,379		\$ 3,599,379	\$ 11,150,000	32.3%
State Grants and Contracts	40,998		40,998	240,500	17.0%
Private Gifts, Grants and Contracts	236,408		236,408	945,400	25.0%
Proposition 301 Funds	305,341		305,341	760,000	40.2%
State Appropriation - STEM Workforce	175,775		175,775	703,100	25.0%
Fund Balance Applied to Budget	22,500		22,500	90,000	25.0%
Reimbursement Due	16,855		16,855	N/A	N/A
TOTAL REVENUES	4,397,256		4,397,256	13,889,000	31.7%

	<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	\$ 271,642	\$ 526,442	\$ 452,337	\$ 345,747	\$ 2,842,100	12.2%
Student Services	317,964	549,209	549,209	317,964	1,505,100	21.1%
Scholarships	3,549,850	-	-	3,549,850	9,383,100	37.8%
Public Service	47,272	57,424	57,424	47,272	158,700	29.8%
TOTAL EXPENDITURES	4,186,728	1,133,075	1,058,970	4,260,833	13,889,000	30.7%
SURPLUS/(DEFICIT)				\$ 136,423		

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 37.8% 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 Three Months Ended September 30, 2019 - 25.0% of the Fiscal Year Complete

Fiscal Year 2019-2020

AUXILIARY FUND

	Budgeted Revenues	Budgeted Expenses	Budgeted Surplus/ (Deficit)	Actual Revenues	Actual Expenditures and Non-Labor Encumbrances	Year-to-date Surplus/ (Deficit)
AUXILIARY ENTERPRISES						
Residence Halls and Summer Conferences	\$ 1,298,900	\$ 383,400	\$ 915,500	\$ 740,397	\$ 158,135	\$ 582,262
Transfer To Debt Fund to Pay Revenue Bonds	(403,900)	-	(403,900)	(100,975)	-	(100,975)
Subtotal - Residence Halls and Summer Conferences	895,000	383,400	511,600	639,422	158,135	481,287
Bookstore Rental and Commissions	165,000	-	165,000	58,060	-	58,060
Food Service & Vending	63,000	218,000	(155,000)	10,720	63,185	(52,465)
Edventures	75,000	100,400	(25,400)	56,801	33,261	23,540
Winery - Tasting Room	175,000	308,900	(133,900)	49,405	71,865	(22,460)
Family Enrichment Center	592,200	722,700	(130,500)	151,853	211,910	(60,057)
Community Events	698,000	949,000	(251,000)	151,049	326,380	(175,331)
Musical Productions	170,000	174,600	(4,600)	112,252	151,534	(39,282)
SBDC	-	94,700	(94,700)	-	28,824	(28,824)
Yavapai College Foundation	375,200	375,200	-	87,300	86,614	686
Other Auxiliary Enterprises	157,600	118,300	39,300	42,984	61,198	(18,214)
Fund Balance Applied to Budget	100,000	-	100,000	25,000	-	25,000
General Fund Transfer In	1,170,000	-	1,170,000	292,500	-	292,500
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,090,800	(1,090,800)	-	272,700	(272,700)
	4,636,000	4,636,000	-	1,677,346	1,465,606	211,740

Comments:

Musical Productions year-to-date deficit is primarily due to timing differences and is expected to be covered by upcoming show ticket sales.

The Budget currently has a surplus of \$211,740.

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

Presenter : Ray Sigafoos

Start Time : 1:42 PM

Item No : 12

Proposed By : Ray Sigafoos

Time Req : 2

Proposed : 10/7/2019

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> <ul style="list-style-type: none">a) Deal with items which the Board has delegated but is required to review or receive by relevant law or contract; andb) To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.	560679

Description : For Consideration for Approval of the Intergovernmental Agreement (IGA) between the State of Arizona Governor's Office of Youth, Faith, and Family and Yavapai College to provide Education Programs on the Risk of Abuse of Alcohol and Controlled Substances - RECEIPT, DISCUSSION AND/OR DECISION

Details : For consideration for approval of the Intergovernmental Agreement (IGA) between the State of Arizona Governor's Office of Youth, Faith and Family and Yavapai College to provide Education Programs on the risk of Abuse of Alcohol and Controlled Substances as part of the Collegiate Recovery Program. The IGA will run from July 1, 2019 and shall remain in effect until June 30, 2020. Quarterly reporting and invoices are required prior to payments under this IGA.

Attachments :

Title	Created	Filename
IGA GOYFF	Nov 05, 2019	IGA - State of Arizona (GOYFF - SPS-PFS Grant) x09-29-20-_.pdf

AMENDMENT # 1
for
INTERGOVERNMENTAL AGREEMENT
No. IGA-PFS-19-093018-02Y2

between the
GOVERNOR'S OFFICE OF YOUTH, FAITH AND FAMILY
and the
~~**YAVAPAI COMMUNITY COLLEGE**~~

Yavapai County Community College District d/b/a Yavapai College

I. Pursuant to Section II, TERM OF AGREEMENT, TERMINATION AND AMENDMENTS, the following sections of the above referenced Interagency Service Agreement are hereby amended as follows:

A. Section II, TERM OF AGREEMENT, TERMINATION AND AMENDMENTS

Pursuant to this provision, the State of Arizona hereby exercises its option to renew this Agreement for twelve months. The Agreement renewal period shall be effective September 30, 2019 through September 29, 2020.

B. Section III, DESCRIPTION OF SERVICES

Pursuant to this provision, the Description of Services shall be amended to read:

The Yavapai Community College shall:

1. Provide services in accordance with this Agreement, which includes Attachment A (*Yavapai College Scope of Work for Year Two – SAMHSA Partnership for Success Grant*), incorporated into this Agreement in its entirety).
2. Participate in quarterly sub-grantee calls with the GOYFF and other sub-grantees.
3. Establish a Rider Allies in Prevention student club on the Prescott and Verde Campuses.
4. Offer 8 student lead campus events annually related to underage drinking and marijuana use across the district.
5. Host annual Raise The Bar Conference in collaboration with other universities and colleges.
6. Visit at least two Arizona universities to learn about best practices in collegiate alcohol and drug prevention activities.
7. Professional staff will attend quarterly meetings of the Arizona Institute of Higher Education (AZIHE).
8. Train up to 40 students to be certified peer educators per academic year.
9. Obtain re-license for eCHECKUP TO GO, evidence-based on-line prevention program.
10. Provide motivational interviewing training to students and professional staff by the end of July 2020.
11. Develop the Rider Allies in Prevention Club on the Prescott and Verde Campuses.
12. Engage four athletic teams to complete the eCHECKUP To GO on-line program.
13. By Spring 2020 disseminate post surveys to determine the impact of prevention programs on participant attitudes and behaviors toward alcohol and marijuana use.

The GOYFF shall:

1. Provide guidance and technical assistance as needed/requested.
2. Ensure that opportunity to participate in trainings specific to substance abuse prevention are offered to sub-grantees.
3. Conduct at least one site visit during the duration of the grant.

C. Section IV, REPORTING REQUIREMENTS

Pursuant to Term and Condition, "Reporting Requirements," this section shall be amended to acknowledge the updated reporting schedule and process as follows:

Quarterly Report Deadlines to the GOYFF Program Administrator using the template provided by the GOYFF in Attachment A shall be due:

- Quarter 1, January 15, 2020 (for months October through December 2019)
- Quarter 2, April 15, 2020 (for months January through March 2020)
- Quarter 3, July 15, 2020 (for months April through June 2020)
- Quarter 4, October 15, 2020 (for months July through September 2020)

Participation in Quarterly Sub-grantee Meetings shall be expected as scheduled on:

- October 10, 2019 10:00 am – 11:30 am
- January 9, 2020 10:00 am – 11:30 am
- April 9, 2020 10:00 am – 11:30 am
- July 9, 2020 10:00 am – 11:30 am

Financial Reports are due ten (10) days after the month and/ or at the end of the quarter.

Note: Please be aware that the due dates may change and additional deliverables may be required due to requests made by SAMHSA.

D. Section V, MANNER OF FINANCING

Pursuant to Term and Condition, "Manner of Financing," the GOYFF shall provide up to \$189,076 to the Grantee for costs approved in the Grantee's renewal application for Year Two funding, in accordance with Attachment A, *Yavapai College Scope of Work for Year Two – SAMHSA Partnership for Success Grant*, incorporated into this Agreement in its entirety).

Except as specifically stated herein, all other terms and conditions of this service agreement remain unchanged.

In Witness Whereof, the parties have set their hands to this amendment as of the day and year herein indicated.

YAVAPAI COMMUNITY COLLEGE

**GOVERNOR'S OFFICE OF YOUTH,
FAITH AND FAMILY**

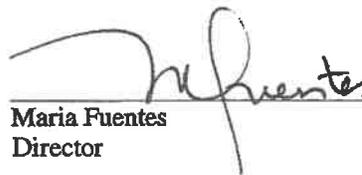
Rodney Jenkins, Vice President Community Relations & Student Development



Dr. Ron Liss
Vice President of Instruction and Student Development

11/5/19

Date



Maria Fuentes
Director

01/15/19

Date

Mr. Raymond Sigafos
District Governing Board Chair

Date



Travis Price
Compliance Finance and Procurement Manager
Office of the Governor

10/4/19

Date

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT ATTORNEY
APPROVAL**

The foregoing Agreement has been reviewed pursuant to A.R.S. 11-952 by the undersigned attorney who has determined that it is in proper form and within the powers and authority granted under the laws of the State of Arizona to the Governing Board of Yavapai County Community College District.

Dated this 31st day of October 2019.

By:  on behalf of _____
C. Benson Hufford
District Attorney

Yavapai College Scope of Work for Year Two SAMHSA Partnership for Success Grant:

1. Yavapai College will promote campus awareness and prevention of underage drinking and marijuana use beginning with the Fall 2019 semester within the residence halls. Staff will establish a Rider Allies in Prevention on the Prescott and Verde Campuses and use the peer mentors as well as club members to offer 8 campus events annually related to underage drinking and marijuana use across the district. The student club will need to purchase a table banners and supplies for club meetings and campus events they create.
2. Yavapai College will coordinate and work in collaboration with local universities and high schools to host a Raise The Bar Conference or similar health awareness event, at least once per year, depending on collaboration with other universities/high schools and availability of students.
3. Club members and professional staff will travel to at least two state universities within Arizona to see best practices in collegiate alcohol and drug prevention activities. One visit will be by the end of May 2020 and the 2nd by the end of September 2020.
4. Professional staff will attend quarterly meetings of the Arizona Institute of Higher Education (AZIHE). At least 2 staff members will attend each meeting.
5. Yavapai College will bring a motivational (AODA) prevention speaker to the Prescott and Verde campus inviting Yavapai College, Embry Riddle & Prescott College students and local high school seniors to attend this event.
6. Yavapai College staff will sign up for membership in the American College Health Association (ACHA) National Association of Alcohol and Drug Addiction Counselors (NAADAC) and Association of Recovery in Higher Education (ARHE). Students and staff will benefit from their memberships through resources provided by the associations, as well as learning from like-minded professionals and other students, learning about best practices that work, and collaborating and advocating for drug and alcohol-free lives in our communities.
7. Educational material will be designed and purchased for the grant year by the end of 2019 for topics such as alcohol and marijuana awareness, prevention, and social norming for college aged students and local high school students attending classes concurrently at our CTE Center, Sedona and Prescott Valley campuses. Material such as water bottles, t-shirts, key chains, pens, etc. will be purchased to give participants reminders of these educational events, and the messages presented. We will also purchase t-shirts for student workers and event attendees to have to show their support of health and wellness behaviors and to show their support in preventing underage drinking and marijuana use. Supply funding will also be used to educate the community through the purchase and dissemination of flyers, pamphlets, or other media. Benefits of these materials will be as concrete reminders to the participants of the program (s) they attended, and the prevention message presented. These promotional items will also have further reach in our communities as students wear the t-shirts and use other promotional items with prevention messaging.

8. In order to continue the good work already started at Yavapai College, it will be necessary to purchase the Certified Peer Educator (CPE) Training Curriculum and to purchase additional training workbooks for students that go through the Certified Peer Educator training. These will be purchased by the end of July 2020 for the Fall 2020 training of students. We plan to train up to 40 students per academic year in CPE. The CPE students will be our eyes and ears on campus, alerting us to potential student issues we may have otherwise not seen or heard about until the issue becomes a crisis for the student and the College.

9. Re-purchase software license for eCHECKUP TO GO program by August 2020. This program is personalized, evidence-based, online prevention interventions. This program will be used for the college community to be able to receive information and be able to understand what behavioral changes need to be implemented in order to achieve their optimal health. This program will be used for students that have conduct issues that include alcohol and marijuana use and/or possession. This program will also be used in gathering baseline data on alcohol/marijuana use, and risk and protective factors about our four athletic team students.

10. Provide Motivational Interviewing training to students and professional staff by the end of July 2020. Motivational Interviewing technique is a goal-oriented, client-centered counseling style for eliciting behavior change by helping clients or students explore and resolve ambivalence. It is focused and goal-directed and will help students consider and evaluate making changes. This fits into Yavapai College's goal of eliciting behavior change rather than simply providing information to students.

11. The Director will participate in one national professional development conference during the grant year. The conference will be chosen when dates have been published for the 19/20 academic year. The Association of Recovery in Higher Education (ARHE) Conference or National Assoc. Alcohol and Drug Addiction Counselors (NAADAC) Conference are two possibilities. The Director will disseminate conference learning outcomes to grant staff and campus partners and implement at least one new strategy learned for the following grant year. Attending a national conference will give the Director the opportunity to connect with other higher education professionals that are implementing prevention work on their campuses as well learning which best practices provide the best prevention results for alcohol and marijuana use within the young adult population on college campuses. The Director will adhere to the AODA policies for out of state travel.

12. The Director and staff will work to create the Rider Allies in Prevention Club on the Prescott and Verde Campuses, expanding to other campuses if there is an interest. The Director will continue to work with the RecoverSmart Club, a club for those in recovery from addictions.
13. The Director will be responsible for training and supervising a part time staff Coordinator on the Verde campus and three student workers at 10 hours per week per student. The Director will meet with at least 30 students annually. The Coordinator will meet with at least 10 students annually. The purpose of these individual meetings is for the staff to mentor students on the prevention of alcohol or marijuana use, as well as how they establish healthy lifestyle that eliminate alcohol and marijuana use while in college.
14. The Director will engage the four Athletic teams in October 2019 in completing the E checkuptogo program, getting baseline data for this group. A post survey will be sent in Spring 2020 determining if any of the programs attended, during the academic year had an effect on their attitudes or behaviors towards alcohol or marijuana use.

YAVAPAI COLLEGE ANNUAL PROJECT BUDGET – PFS GRANT YEAR 2

ITEM	COST
Full-time personnel (wages) Health and Wellness Coordinator Prescott (1.0 FTE; base salary \$63,435 per year; Grant Year 2 = \$63,911 per year)	\$63,911
Part-time personnel (wages) Student workers or peer mentors (2 students X 12 hours/week X 32 weeks; Grant Year 2 wage = \$11.50/hour)	\$8,832
Student worker or peer mentor (1 student X 12 hours/week X 40 weeks; Grant Year 2 wage = \$11.67/hour)	\$5,602
Health and Wellness Coordinator Verde (19 hours per week X 46 weeks per year, Grant year 2 wage = \$26.19/hour)	\$22,890
Fringe for full-time personnel (34%) Health and Wellness Coordinator Prescott	\$21,730
Taxes for part-time personnel (10%) Student workers or peer mentors (2 workers for 32 weeks)	\$883
Student workers or peer mentors (1 worker for 40 weeks)	\$560
Health and Wellness Coordinator (19 hours per week in Verde)	\$2,289
Travel (in-state) Travel to attend AZ Drug Summit (3 staff) Registration fee: \$50 X 3 = \$150 Hotel: 3 X \$131 = \$393 Meals: dinner 3 X \$30 = \$90 Mileage: 225 miles X \$0.445 per mile = 100 X 2+ \$200	\$833
In-state travel for the Rider Allies in Prevention or RecoverSmart Club business (average 60 miles/month X 12 months = 720 miles X \$0.445 per mile = \$320)	\$320
In state travel between 6 campuses by staff and students (average 37 miles X 1 trip per week X 48 weeks = 1776 total miles = \$790)	\$790
Travel to attend AZIHE quarterly meetings in Phoenix (225 miles X 4 = 900 miles X \$0.445 per mile = \$401)	\$401
Travel (out of state) The Director will attend one national conference on addiction or related topic. Specific conference to be determined when dates are published for the 19/20 year.	\$2,000

Supplies to serve 6 campus locations: See attached addendum	
Marketing, banners, general supplies, printing and reproduction, educational materials, flyers.	\$4,000
Rider Allies in Prevention supplies and materials (6 campuses)	\$1,000
RecoverSmart Recovery Club supplies	\$500
Tee shirts for event workers, student workers and grant staff	\$800
Certified Peer Educator training - materials to train students	\$1,000
Other expenses to serve 6 campus locations:	
Software licensing fee for eCheckup to go (annual licensing fee)	\$2,500
Motivational interviewing training & trans. (for student leaders), twice per year	\$4,000
Fall/Spring motivational Speakers across campuses	\$4,000
Spring Student Health Conference	\$2,000
Raising the Bar or Student Conference on Addiction	\$2,000
Memberships:	
ACHA-American College Health Association (2 X \$185)	\$370
ARHE- Association of Recovery in Higher Education (2 X \$75)	\$150
NAADAC-National Assoc. of Alcohol & Drug Addiction Counselors (1 X \$150)	\$150
ARHE student memberships (3 students X \$30)	\$90
TOTAL DIRECT COSTS	\$153,601
TOTAL INDIRECT COSTS (28% of wages and fringe only*)	\$35,475
TOTAL REQUESTED FOR GRANT YEAR 2	\$189,076

*Indirect: Wage and fringe subtotal = \$126,697

BUDGET NARRATIVE – YAVAPAI COLLEGE

Personnel (\$101,235)

Full-time personnel (\$63,911)

The budget includes funds for one full-time Health and Wellness Coordinator in Prescott. The annual salary is **\$63,911**. The Health and Wellness Coordinator will be available to provide the following: student appointments, research, resources, workshops/monthly events on underage drinking and marijuana use, supervision of the student mentors, and training for student mentors, faculty, and staff.

Part-time personnel (\$37,324)

The budget includes funds for one part-time Health and Wellness Coordinator in Verde (19 hours per week for 46 weeks per year). The hourly wage is \$27.20, so the annual total for this position is **\$22,890**. The budget also includes funds for student part-time workers and/or peer mentors (2 students X 12 hours per week X 32 weeks per year X \$11.50 per hour plus 1 student X 12 hours per week X 40 weeks X \$11.67 per hour = \$8,832 plus \$5,602 = **\$14,434**). The student workers and peer mentors will provide staffing for things such as intake for student appointments, access to resources available (peer to peer mentoring), talking to students in distress, referring to local and community resources, monthly tabling to distribute information to peers, support workshops, and events on underage drinking and marijuana use. Student workers will be part of a speaker's panel going into classrooms to present prevention and addiction topics to their peers and Yavapai College instructors. We will be presenting information from SAMHSA, National Institute of Drug Abuse, etc. on drug/alcohol use and starting conversations on preventative efforts we are planning. Classes will include Psychology, Sociology, Criminal Justice, and Student Success classes.

Fringe benefits (\$25,462)

Full-time personnel (\$21,730)

The fringe rate for full-time personnel is estimated at 34% ($\$63,911 \times .34 =$ **\$21,730**). Yavapai College offers a comprehensive benefits package to all full-time employees, which includes medical and dental insurance, short-term and long-term disability, paid vacation leave, life insurance, worker's compensation insurance, and retirement benefits.

Part-time personnel (\$3,732)

The taxes/fringe rate for part-time employees is 10%, which includes FICA, Medicare, and Worker's Compensation ($\$37,234 \times .10 =$ **\$3,732**).

In-state travel (\$2,344)

Funds are included to attend the Arizona Drug Summit sponsored by Matforce and the Governor's Office (3 people; registration is \$50 per person, hotels are \$131 per person, meals are

\$30 per person, and travel is \$200 total = \$833). Funds are also included for mileage for in-state travel for the RecoverSmart and Rider Allies in Prevention (60 miles per month X 12 months = 720 miles X \$0.445 per mile = \$320).

Funds are included for staff and student travel between the six Yavapai College campuses for events, meetings, tabling, and program promotion (average 37 miles per trip X 1 trip per week X 48 weeks = 1,776 miles X \$0.445 per mile = \$790) The budget also includes for travel to the quarterly AZHIE meetings (225 miles X 4 trips X \$0.445 per mile = \$401).

Out of state Travel (\$2,000)

The Director will attend one national conference on addiction or related topic. Travel will include airfare, shuttles, meals, conference registration and lodging. The Director will adhere to

Supplies (\$7,300) See attached purchasing addendum

Description	Item Cost
Marketing, educational banners, table banners, general supplies such as paper, pencils, and other office supplies, printing and reproduction, office printer, educational pamphlets, flyers, and tri-folds for 6 campuses	\$4,000
Rider Allies in Prevention supplies and materials	\$1000
T-shirts for event workers, student workers and grant staff	\$800
Certified Peer Educator training workbook materials to train students	\$1,000
RecoverSmart Club supplies and activities	\$500
SUPPLIES TOTAL	\$7,300

Funds are budgeted to develop and produce material such as flyers, pamphlets, and tri-folds to disseminate and promote positive behavior around underage drinking and marijuana use. Prosocial, positive materials will be purchased to encourage participation in substance abuse prevention programming and will be given upon completion of the educational events. Event T-shirts will contain positive anti-substance abuse messaging and statistics. Health and Wellness Club supplies and material will include office supplies necessary for club such as paper, pens, pencils, table banners for club events, and copy costs. The club will also purchase positive messaging supplies such as pamphlets and tri-folds to disseminate to their peers around spring break, mid-terms, and finals to discuss positive ways to deal with stress and the harmful effects of substance abuse. Certified Peer Education Training is essential to the program as peers will engage with youth and provide ongoing education and support directly to their peers, leading those peers to resources on and off campuses.

Other expenses (\$15,260)

Description	Item Cost
Software licensing fee for eCHECKUP TO GO (annual licensing fee)	\$2,500
Motivational interviewing training twice per year (for student leaders and staff)	\$4,000
Motivational speakers, one event in Prescott, one event on Verde Valley Campus	\$4,000
Spring Student Health Conference	\$2,000
Raising the Bar or student conference on alcohol /marijuana use, abuse, prevention and addiction	\$2,000
Professional Memberships for staff and student workers	
American College Health Association (ACHA): 2 staff X \$185 = \$370	\$370
Association of Recovery in Higher Education (ARHE): 2 staff X \$75 = \$150	\$150
National Association of Alcohol and Drug Addiction Counselors (NAADAC): 1 staff X \$150 = \$150	\$150
AHRE student memberships: 3 X \$30 = \$90	\$90
OTHER EXPENSE TOTAL	\$15,260

The budget includes funds for software licensing fees for eCHECKUP TO GO, an evidence-based program to address alcohol and marijuana use.

Funds are included to train student leaders in Motivational Interviewing through the Arizona Center for Applied Behavioral Health Policy. Motivational prevention speakers will be brought to the Prescott and Verde Valley campus to talk with Yavapai College and local high school students. Invitations will also go out to Embry Riddle and Prescott College for these events.

The budget includes funds to take staff and one PFS Grant student worker to the yearly Arizona Drug Summit in Phoenix sponsored through MatForce, GOYFF and others. Grant staff and the student worker will hear from local and national experts in prevention, addiction, criminal justice and other arenas , learning ways to partner with coalitions and communities in making our lives safer.

The RecoverSmart Club and the Rider Allies in Prevention will be working together on many events and projects, most notably a combined conference in early March 2020 on prevention and health behaviors that support not starting drug or alcohol use and/or reducing harmful behaviors. We envision this event will bring together community and campus resources to show our students their options and choices in prevention behaviors and their overall health, and that there are programs and people who are here to guide and support them in striving for well-being.

The budget also includes membership fees for PFS grant staff for ACHA, ARHE, NAADAC, plus ARHE memberships for PFS grant student workers. These professional memberships will keep us up to date on best practices and emerging trends in the field of prevention, intervention and addiction among our young people.

Total Direct Costs = \$153,601

Indirect Costs = \$35,475

Yavapai College has a federally-approved indirect rate of 28%, applied to wages and fringe only (wages + fringe = \$126,697 X 0.28 = \$35,475)

Total all costs Grant Year 2 = \$189,076

Yavapai College Purchase Addendum-PFS grant Year 2

Messaging handouts from Prevention Partners and PSA-Promotions, Solutions and Awareness companies and Positive Promotions.

These supplies will be given out at the varied programs or activities the Rider Allies in Recovery & RecoverSmart Club hold on and off campus, including talking with the 288 concurrent high school students.

500 Binge drinking awareness magnets -\$0. 72 each = \$360

4 Binge drinking education boards – for 4 different campuses at \$48 each =\$192

2 Underage drinking dvd- at \$145.70 each =\$292

200 binge drinking lip balm- \$0.84 each =\$168

150 Phone wallet cards - \$1.81 each = \$271.50

50 Zipper pulls “Friends don’t let friends do drugs”- \$1.00 each =\$50

100 pens – “I can be me, drug free” - \$1.49 each = \$149

200 pens – Marijuana Prevention message – 1.00 each = \$200

500 pencils -\$0 .35 each = \$175

200 water bottles - @2.12 each = \$424

25 vacuum bottles – special prizes for drawings at events – 12.29 each = \$307.25

Projected cost of items, includes shipping: **\$ 2,588.75 plus tax and shipping**

Office Supplies/Printing: Yavapai College, Staples, Vistaprint

Posters, flyers, handouts, brochures for six campuses

1 RecoverSmart retractable banner-\$ 150.00

1 Rider Allies in Prevention retractable banner-\$150.00

20 foam board posters for events -\$15.00 each

400 each social norming color handouts for alcohol & marijuana campaign-\$100.00

2 table runners for Rider Allies and Recover Smart clubs -\$75.00 each

Projected cost: **\$875 plus tax and shipping**

Office Supplies:

Setting up office in Verde Valley

1 stapler/tape dispenser/other desk items as needed

1 desk drawer organizer

1 paper cutter

1 shredder

Paper, paperclips, etc

1 folding table for events for Verde

1 folding table for events Prescott

Projected cost: \$600 plus tax and shipping

Marketing costs:

Projected cost: \$300 for community announcements in local media

T-Shirts @ \$10.00 each

10 T shirts for Rider Allies in Recovery

20 T-shirts for Prevention conference in Spring

1 each shirt for new YC grant staff X 2

40 T-shirts for CPE completers

100 T-shirts to give to program attendees

Projected cost: \$1800 plus tax and shipping

Certified Peer Education Workbooks - 50 @ \$20 each = \$1,000

TOTAL Estimate \$7,300 which includes above costs plus estimated shipping and tax.

This appears on Budget Narrative page one and two under heading of "Supplies to serve 6 campus locations"

SPF-PFS Sub Grantee Quarterly Report

Organization	
Contact Name	
Contact Phone Number	
Program Funding Amount	
Date of Report	
Reporting Period/ Year	

A. Target Population(s) and Need(s)	
<i>Instructions: Describe the number of program recipients broken down by the demographics of the population(s) served, and the IOM (universal, selected, indicated) category of individuals.</i>	
Accomplishments:	
Barriers:	

B. Capacity and Collaborations	
<i>Instructions: Describe the various types and levels of resources available to establish and maintain a community prevention system that can identify and leverage resources that will support an effective strategy aimed at the priority problems and identified risk factors in the community at the appropriate level.</i>	
Accomplishments:	
Barriers:	

C. Use of Best Practices	
<i>Instructions: Describe all evidence-based programs, policies, and/or practices implemented during the reporting period, as well as to date.</i>	
Accomplishments:	
Barriers:	

D. Goals and Objectives/ Planning	
<i>Instructions D-1: Describe progress in reaching annual goals and objectives.</i>	
<i>Instructions D-2: Describe progress and/or barriers in collecting and reporting data.</i>	
Accomplishments:	
Barriers:	

E. Implementation (Activities)	
<i>Instructions: Document the number, title, and provide a brief description of prevention activities that are supported by collaboration and leveraging of funding streams.</i>	

SPF-PFS Sub Grantee Quarterly Report

Accomplishments:
Barriers:

F. Status
Instructions: <i>Description of where the program is in the SPF Progress</i>
Accomplishments:
Barriers:

G. Training/Technical Assistance (as needed)
Instructions F-1: <i>Describe any additional trainings/technical assistance needs the organization would benefit from.</i>
Instructions F-2: <i>Describe any trainings/technical assistance the organization provided within the reporting period. Please ensure the organization's response includes the number of individuals trained.</i>
Accomplishments:
Barriers:

H. Evaluation
Instructions: <i>Describe any and all evaluation conducted, including the use of pre and post surveys at the sub-grantee level</i>
Accomplishments:
Barriers:

I. Sustainability
Instructions: A) Please describe your agency's sustainability plan and list any and all efforts made to address the sustainability of its PFS funded programs.
A) Sustainability Plan:
B) List efforts made to sustain the PFS program:
Accomplishments/Progress:
Barriers:

2019-2020
OCTOBER 18, 2019



ENVIRONMENTAL SCAN

2019-2020

PRESENTED BY: INSTITUTIONAL EFFECTIVENESS AND RESEARCH

INTRODUCTION

INTRODUCTION

An environmental scan is a vital component of informed strategic planning and decision-making. Much like a SWOT analysis, the environmental scan identifies Internal Strengths and Weaknesses, as well as External Opportunities and Threats. Where a SWOT exercise relies primarily on stakeholder opinions based on their knowledge and experience, an Environmental Scan is a more research-based process relying primarily on internal and external data. The report examines the following trends:

Section I: Society

Section II: Political

Section III: Economy and Workforce

Section IV: Education

Section V: Technology

Section VI: Demographics

SOCIETY

➤ Global Warming

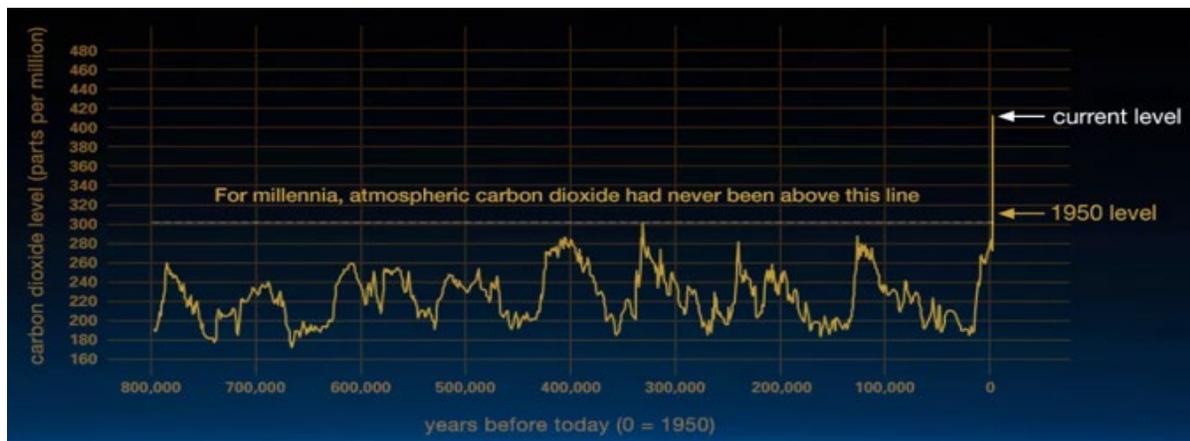
Per NASA, temperatures are increasing, and there is a 95 percent probability that it is the result of human activity, specifically carbon dioxide emissions.

(<https://climate.nasa.gov/evidence/>).



This aligns with the results of six independent studies of scientists who, in total, reviewed the results of 11,944 research papers and determined that over 90% of climate expert researchers publishing in peer reviewed journals believe that global warming is caused by humans.

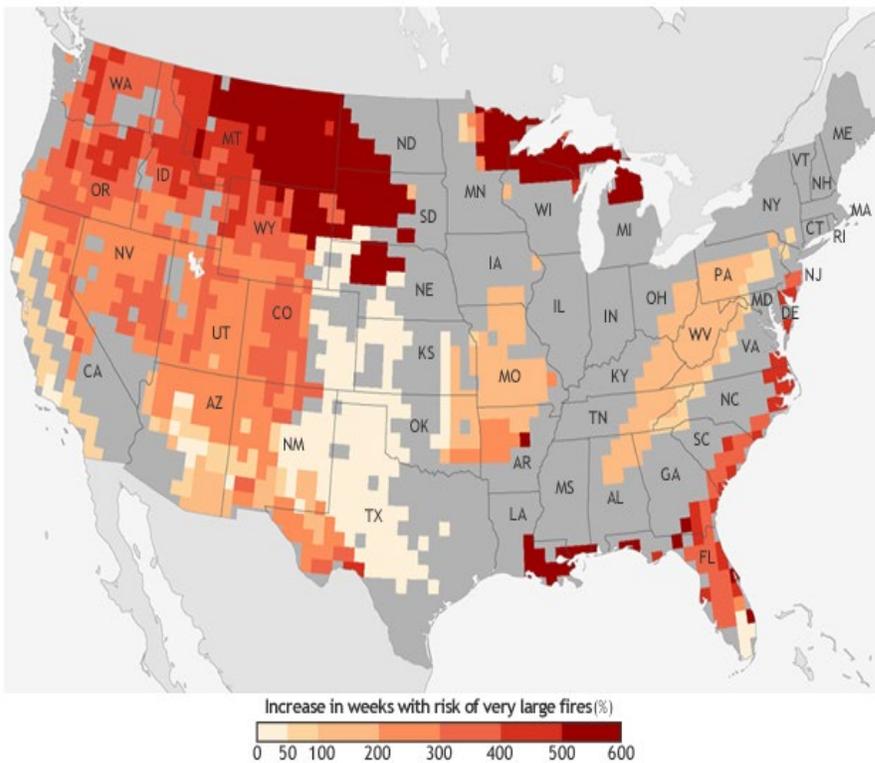
(<https://iopscience.iop.org/article/10.1088/1748-9326/11/4/048002>)



This graph, based on the comparison of atmospheric samples contained in ice cores and more recent direct measurements, provides evidence that atmospheric CO₂ has increased since the Industrial Revolution. (Credit: Luthi, D., et al. 2008; Etheridge, D.M., et al. 2010; Vostok ice core data/J.R. Petit et al.; NOAA Mauna Loa CO₂ record.) [Find out more about ice cores](#) (external site).

As temperatures increase and weather patterns change, there has been an increasing number of weather-related disasters including hurricanes, floods and wildfires. Per NASA, wildfires are becoming more frequent and burn more acreage. They also forecast that “very large fire” season in areas of AZ, including Yavapai County, may double by mid century.

(<https://climate.nasa.gov/blog/2830/six-trends-to-know-about-fire-season-in-the-western-us/>)



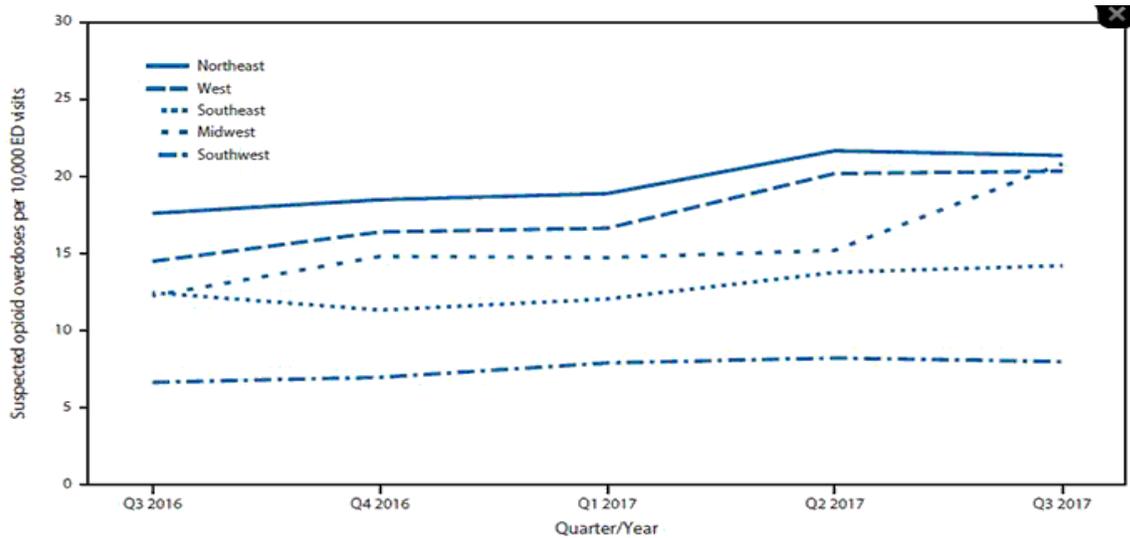
The projected increase in the number of “very large fire” weeks—weeks in which conditions are favorable to the occurrence of very large fires—by mid-century (2041-2070) compared to the recent past (1971-2000). Projections are based on the possible emissions scenario known RCP 8.5, which assumes continued increases in carbon dioxide emissions. NOAA Climate.gov map, based on data from Barbera *et al*, 2015. More detail.

Over 400 hundred colleges and universities (roughly 8% of market) have formed a Climate Leadership Network, committing to a combination of reducing greenhouse gases their school, becoming carbon neutral, and/ or developing community capacity to deal with climate change.

(<https://secondnature.org/climate-action-guidance/network/>)

➤ **Substance Abuse**

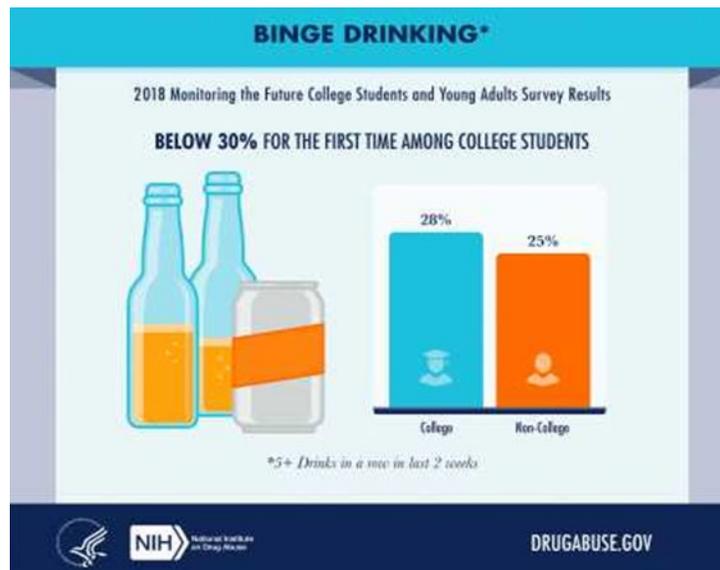
According to the National Institute on Drug Abuse more than 130 people die every day after overdosing on opioids, and is on the rise. In October of 2017, President Trump declared the opioid crisis a public health emergency.



Quarterly rate of suspected opioid overdose, by US region

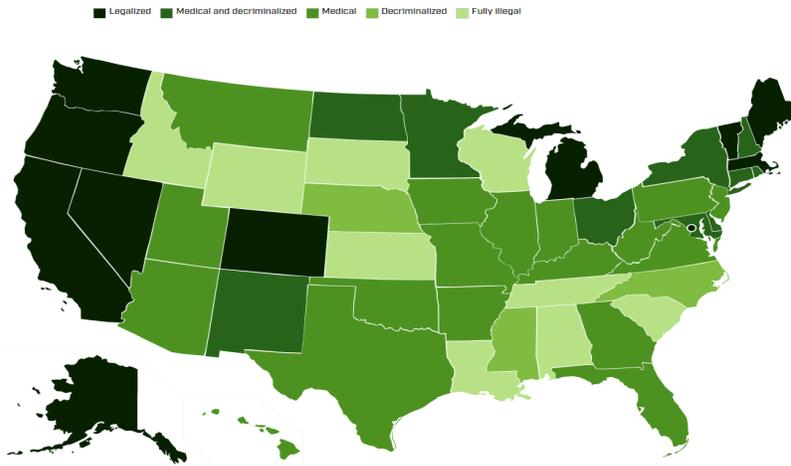
Source: Centers for Disease Control and Prevention.¹⁰

Over the past 5 years, Marijuana use has increased by 7% for college aged adults, and vaping has doubled from 5% to 10% among college students in just one year. Conversely, binge drinking (5 or more drinks in a row in past two weeks) is declining, going below 30% for the first time among college students.



Last Updated: October 2019

Note: State status reflects current laws at time of update, not pending legislation or future dates upon which marijuana becomes available medically or recreationally.
* Enactment is pending until future date.



Marijuana has been legalized in 11 states, and is allowed medically in all but 9 states. This is despite known health risks associated with usage identified by the Centers for Disease Control and Prevention. (<https://www.cdc.gov/marijuana/nas/index.htm>). Arizona has already approved medicinal marijuana, and though it failed in the past, many believe efforts to legalize recreational use will pass in the near future. (<https://www.azcentrall.com/story/news/politics/arizona/2019/06/29/what-look-arizona-recreational-marijuana-legalization-ballot-measure/1552021001/>)

➤ **Mental Health**



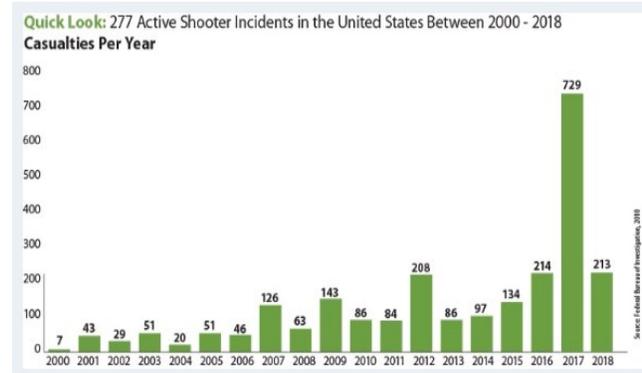
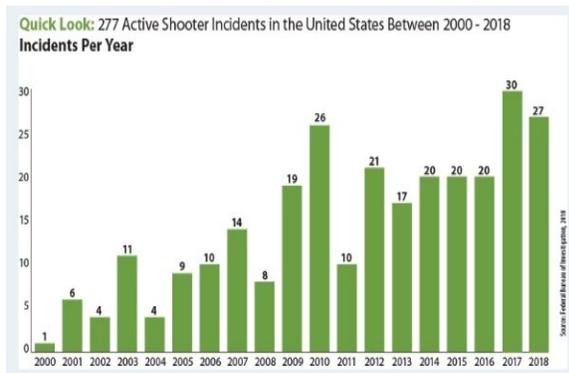
According to the National Alliance of Mental Illness nearly 1 in 5 adults experience mental illness each year.

(<https://www.nami.org/learn-more/mental-health-by-the-numbers>)

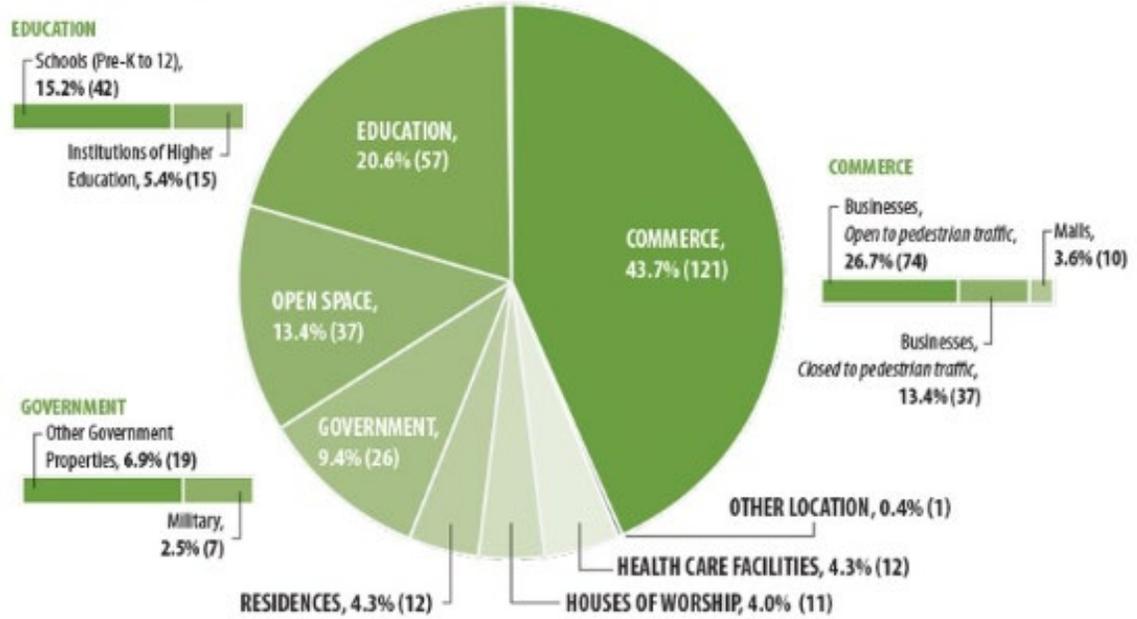
This number is even higher among college students with roughly 1 in 3 students seeking help with their mental health (<https://www.insidehighered.com/quicktakes/2018/11/06/more-students-are-being-treated-mental-health-issues>) for a variety of issues including addiction, anxiety, depression, and panic attacks. (<https://www.bestcounselingdegrees.net/top-10-mental-health-challenges-facing-college-students-today/>)

Per the FBI, active shooter events and casualties have been on the rise over the past two decades. We averaging more than 20 events per year, with 5% of those events happening at a college or university. Active shooters have an average of 3.6 stressors in the year prior to incident (e.g. Mental, financial, job, conflict with friends/ peers, substance abuse, etc.), and display an average of 4 to 5 concerning behaviors before the incident occurs.

(<https://www.fbi.gov/file-repository/pre-attack-behaviors-of-active-shooters-in-us-2000-2013.pdf/view>)



Quick Look: 277 Active Shooter Incidents in the United States Between 2000 - 2018
Location Categories



(<https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-incidents-graphics>)

➤ **Fake News**

Ideally, media serve an essential role in a democratic society: to inform the public so they can make thoughtful decisions and serve as a watchdog on governmental actions. Traditional media include radio, newspapers, and television and have been operated primarily by trained journalists.

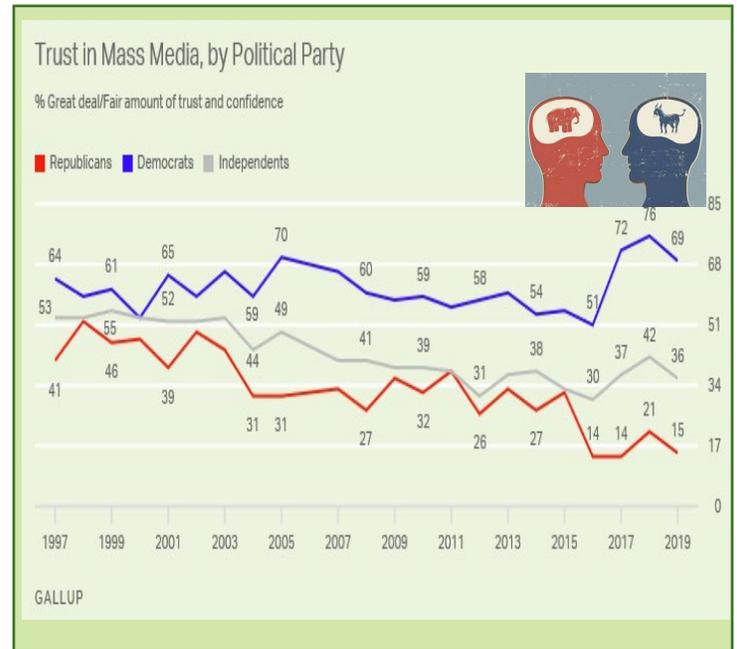
Cable brought the 24-hour news cycle with its need to fill 24 hours of programming with panels of experts who have informed opinions and agendas, not trained journalists. With the internet came the New Media, with websites, blogs and social media. On the positive side, this has brought a diversity of voices and opinions that had not previously existed; however, it also creates more opportunity to provide unchecked, inaccurate information (“fake news”) to the public, accidentally or otherwise.

(<https://www.bbvaopenmind.com/en/articles/the-new-media-s-role-in-politics/>)

Per a Gallup poll in 2019, American’s trust and confidence in the mass media “to report the news fully, accurately, and fairly” has dropped to 41%, down from 53% in 1997 and 68% in 1972. This hides the fact that the Mass Media has become a partisan issue with many more Democrats trusting Mass Media the Republicans. (<https://news.gallup.com/poll/267047/americans-trust-mass-media-edges-down.aspx>). This has led Forbes to declare the current era “The

Age of Bullshit”.

<https://www.forbes.com/sites/marymeehan/2018/12/19/2019s-top-trends-to-watch-the-most-important-trends-for-businesses-and-consumers-for-2019/#7166dd7a5045>



Questions for Consideration:

Global Warming

1. Should the College try to reduce its carbon footprint? Should it try to integrate environmental impact awareness into its curriculum?
2. Considering the likely increase in low carbon technologies such as solar, does the college offer the right programs to prepare some students to participate in this future workforce?
3. Should the campuses and centers be redesigned over time to become hardened against wildfire?

Substance abuse and Mental Health

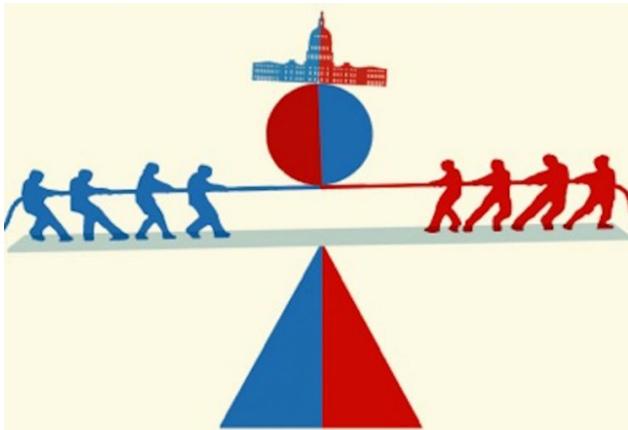
4. Has the college allocated enough resources to adequately support students with mental health and substance abuse issues?
5. Should the college create programming to support a career in substance abuse counseling?
6. If marijuana is legalized, will the college consider specialized programming to support that industry or are current programs sufficient?
7. Has the college allocated enough resources (cameras, card access, police, training, etc) to help prevent and react to emergencies, especially wildfire and active shooter incidents?

Fake News

8. Do student learning outcomes adequately address critical thinking? Digital literacy? Self-awareness to help students become aware of their inherent biases?

POLITICAL

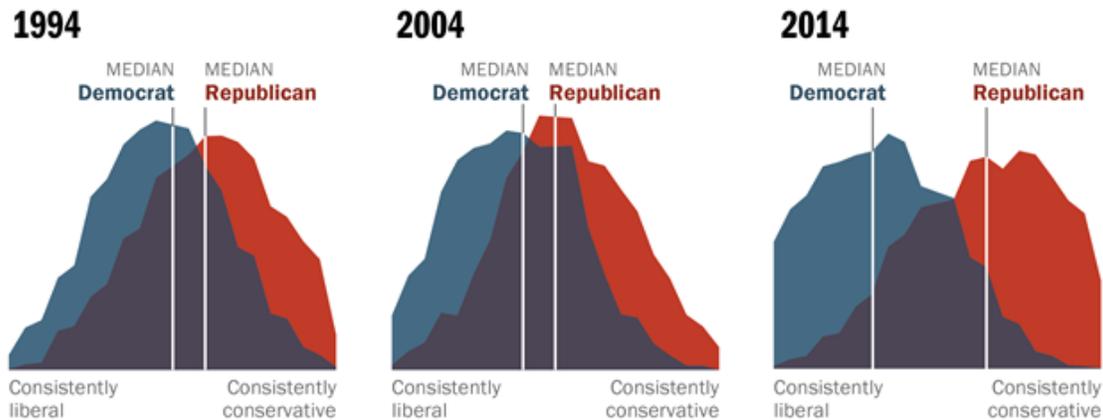
➤ Federal



At the federal level, we are gridlocked. With a Republican President and Senate, and a Democrat House, there is not much chance of meaningful change until the 2020 election. The perennial question is will Congress update the Higher Education Reauthorization Act? At this point, the answer seems to be not yet. As Pew Research pointed out, our political parties have become more polarized, which creates a situation where people are less willing to reach across the aisle to create compromises which move us forward.

Democrats and Republicans More Ideologically Divided than in the Past

Distribution of Democrats and Republicans on a 10-item scale of political values



Source: 2014 Political Polarization in the American Public

Notes: Ideological consistency based on a scale of 10 political values questions (see Appendix A). The blue area in this chart represents the ideological distribution of Democrats; the red area of Republicans. The overlap of these two distributions is shaded purple. Republicans include Republican-leaning independents; Democrats include Democratic-leaning independents (see Appendix B).

PEW RESEARCH CENTER

There are bi-partisan concerns about the rising prices of (4 year) colleges. To help, there have been increases in Pell Grants which provide financial assistance to those students with the most need. Pell Grants currently stand at \$6195 per year, which is enough to cover tuition and books at YC while still leaving some money for other expenses (transportation, food, housing, etc.). However, Secretary of

Education Betsy DeVos has announced several updates to the collegescorecard.ed.gov tool which seeks to make colleges' costs and student success performance more transparent, in efforts to hold colleges more accountable.

Democrats have raised education issues such as student loan forgiveness and federal Promise scholarship programs to make the first 2 years of college free, but have not identified funding.

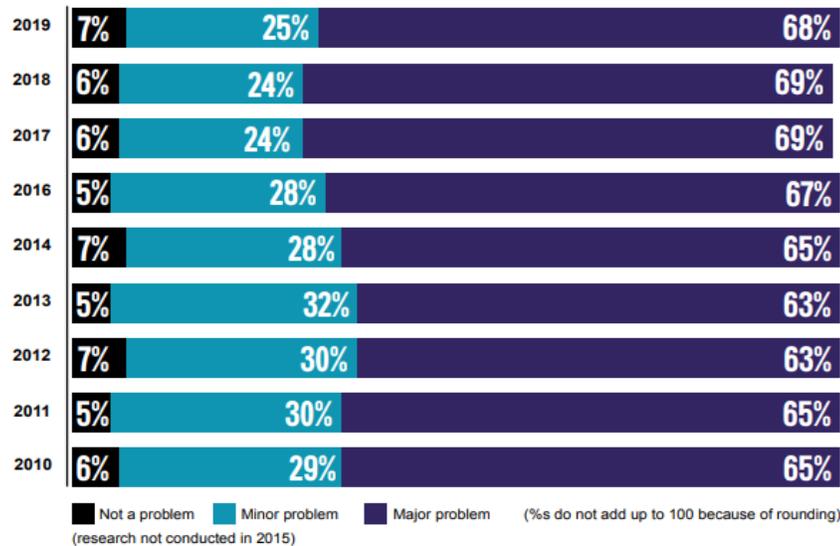
➤ **Civility**

This lack of cooperation and civility is increasingly felt throughout society, not just in Congress. In their annual Civility in America survey, Weber Shandwick found that Americans are concerned about the state of civility in our nation.

People fear several negative consequences of incivility, including bullying and violence. They cite several contributing causes of incivility including social media, politics and the news media. But teaching civility in schools and colleges was viewed as one of the top 3 potential solutions. (<https://www.webershandwick.com/wpcontent/uploads/2019/06/CivilityInAmerica2019SolutionsforTomorrow.pdf>)

PROBLEM WITH CIVILITY IN AMERICA TODAY

(among total Americans)



Civility in America 2019: Solutions for Tomorrow

➤ **State**

In AZ, the Republicans control all three branches: Governor, Senate, and House. Despite K-12 Education being the largest spending category in the state budget, our k-12 system is still one of the lowest funded per student in the nation. Likewise, state funding for AZ community colleges has almost disappeared, which places the burden on local property tax payers and on students.

Arizona's investment in community college has been on a downward trend for decades and now represents less than 2% of the YC operating budget. "A decade since the Great Recession hit, state spending on public colleges and universities remains well below historical levels," the Center on Budget and Policy Priorities (CBBP) reports. (<https://www.scup.org/resource/trends-for-higher-education-implications-from-the-internal-environment-spring-2019/>) The prospect of state funding for community colleges returning to pre-recession levels remains unimaginable. For the fifth consecutive year, Pima and Maricopa, Arizona's largest community college districts, continue to receive no state support. A lasting effect is that students and their families will continue to shoulder a bigger burden when it comes to paying for college.



If our budgets reflect our values, it is clear that our legislators do not value the work community colleges do: Community colleges service roughly ½ of the undergraduate students in AZ, while serving a disproportionately high amount of minority, lower socio-economic status, and less academically prepared students. In addition to serving transfer students, community colleges provide a variety of career technical education programs which provide people the needed knowledge and skills to be successful in the workforce. We do this at a price point that is roughly ¼ the list price of the state-supported public universities.

In 1980, Arizonans passed a Constitutional Amendment, limiting the amount that entities receiving property taxes can spend. For community colleges, we can spend the same amount per student that we did in 1980, adjusted for inflation (using the GDP deflator). For the first time in YC history, the **Expenditure Limit** looms on our 5 year horizon. To avoid hitting the limit, YC must grow enrollments and/ or cut costs.

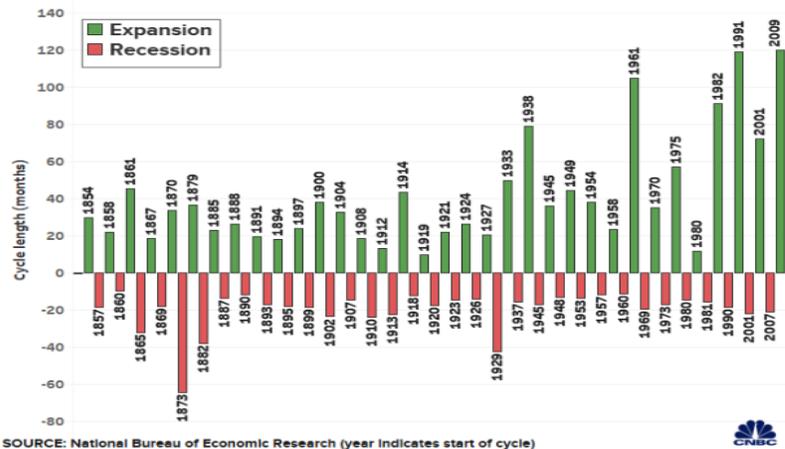
Questions for Consideration:

9. With increasing calls for accountability at the Federal and State levels, what actions is YC taking to increase retention and completion?
10. With the expenditure limit relatively close, what can YC do to increase enrollments and/ or control costs? Rather than incremental changes, are there strategic changes in programs or services we should consider?
11. How can YC further demonstrate the value we provide to the state economy to enhance state support either via financial appropriations or Expenditure Limit formula changes?
12. Is YC allocating enough attention and resources to teaching civility both in and out of class?

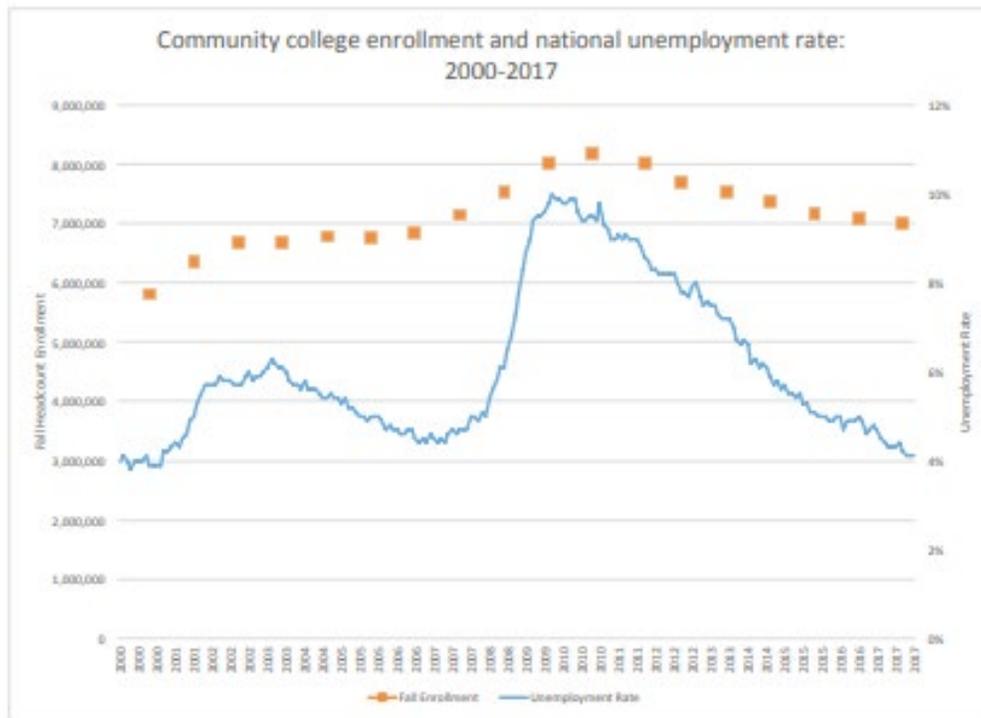
ECONOMY AND WORKFORCE

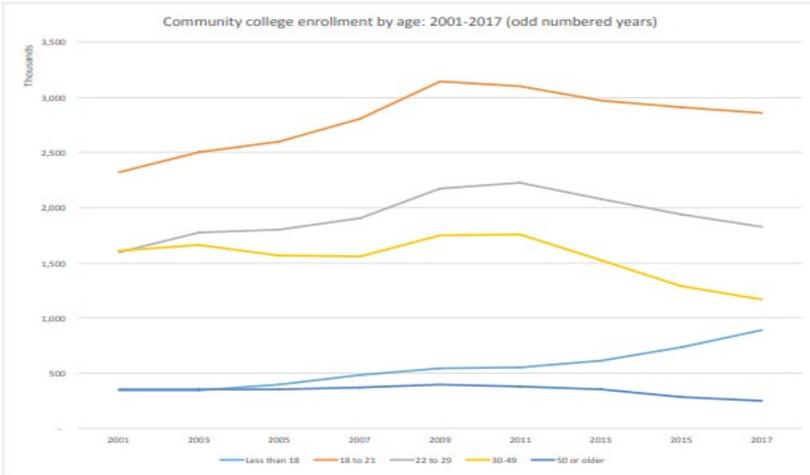
This Summer, the economy broke the record for the longest period of expansion. Unemployment has declined from 10% to under 4%, and the DOW rose from 6500 to over 26,000. Inflation is low, consumer confidence is high. This is great news for Americans.

The longest U.S. expansion in history



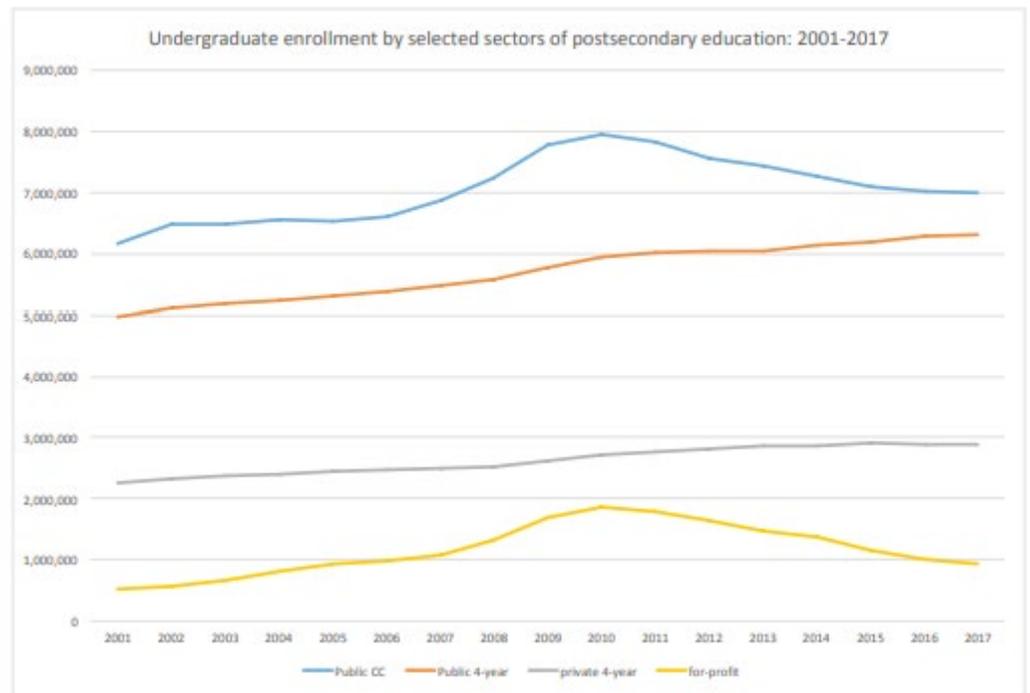
But community colleges tend to be countercyclical. Adults come to community colleges to upskill after lose their jobs, and leave community colleges as job demand increases.





Unlike four year schools, community college enrollments declined 14% from their 2010 peak to 2017. (<https://www.aacc.nche.edu/wp-content/uploads/2019/08/Crisis-in-Enrollment-2019.pdf>) YC only declined 11% in that same timeframe. The following graph shows enrollment trends by age group, which further demonstrates the drop in working age students. As we have shared with the board, YC has similar trends.

This graph contrasts enrollment trends within different higher education segments. Please note that community college enrollment patterns are different than four year schools.

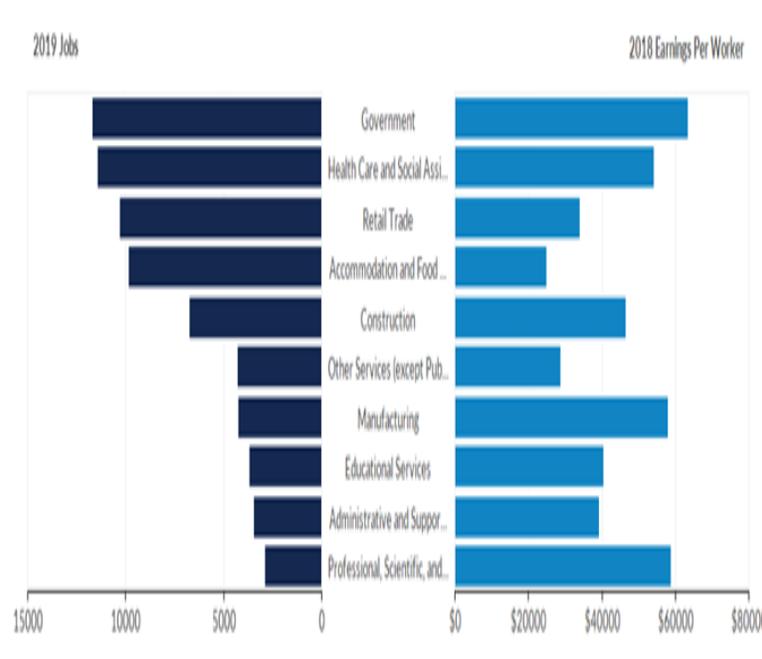


Back to the economy. There are some signs of weakness. The fed has kept interest rates near historic lows. There is not much stimulus they can create should the economy soften. Federal Spending is high, already creating \$1T in additional debt per year. Again, how much more stimulus can they create? Consumer confidence, while high, has begun to soften. And the interest yield curve has inverted which usually predicts a recession within 12-24 months. (<https://www.newsweek.com/us-economic-recovery-now-longest-ever-so-why-are-experts-so-nervous-1446618>)

INDUSTRY ANALYSIS

Yavapai County has the greatest amount of laborers in government, healthcare, retail, and food and accommodation. Of these top five sectors, three provide some of the highest wages for county employment. Government currently employ more than 11,694 people with average earnings per worker of \$63,471, healthcare and social assistance has 11,464 jobs with earnings of \$54,166, and manufacturing employs 4,261 people with average earnings around \$58,046. Retail, food, and accommodation industry sectors employ approximately 20,191 workers in the county with average earnings at \$34,078 and \$28,741 respectively. Since the recession, Yavapai County labor statistics show a 32% growth in manufacturing occupations, most of which require some college and 30% growth in healthcare and social assistance related occupations in the recovery period.

Largest Industry Sectors in Yavapai County 2019



Source: EMSI, Quarter 3, 2019

Cross-referencing industry sector growth with occupational growth verifies high demand for academic programs in healthcare, management, business and public administration.

Top 30 Occupations by 2019 Jobs in Yavapai County

Description	2019 Jobs	2024 Jobs	2019 - 2024 % Change	Annual Openings	Median Hourly Earnings
Retail Salespersons	2,866	3,017	5%	449	\$11.88
Combined Food Preparation and Serving Workers, Including Fast Food	2,686	3,070	14%	594	\$11.59
Cashiers	1,859	1,978	6%	380	\$11.45
Waiters and Waitresses	1,778	1,966	11%	386	\$10.69
Office Clerks, General	1,695	1,815	7%	227	\$15.40
Registered Nurses	1,512	1,678	11%	112	\$36.53
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,491	1,553	4%	174	\$14.59
General and Operations Managers	1,324	1,444	9%	134	\$30.80
Cooks, Restaurant	1,255	1,394	11%	211	\$12.10
Maids and Housekeeping Cleaners	1,241	1,344	8%	188	\$11.66
Personal Care Aides	1,177	1,439	22%	233	\$11.62
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,079	1,199	11%	169	\$13.42
Landscaping and Grounds keeping Workers	1,063	1,189	12%	157	\$13.15
First-Line Supervisors of Retail Sales Workers	1,058	1,105	4%	123	\$17.71
Stock Clerks and Order Fillers	1,051	1,115	6%	149	\$12.27
Construction Laborers	1,032	1,105	7%	122	\$15.55
Customer Service Representatives	971	1,057	9%	145	\$14.32
Heavy and Tractor-Trailer Truck Drivers	826	931	13%	114	\$17.82
Teacher Assistants	787	801	2%	83	\$11.58
Laborers and Freight, Stock, and Material Movers, Hand	779	834	7%	120	\$13.15
Receptionists and Information Clerks	768	830	8%	115	\$13.42
First-Line Supervisors of Office and Administrative Support Workers	753	808	7%	86	\$20.56
Nursing Assistants	751	852	13%	108	\$14.92
Maintenance and Repair Workers, General	746	838	12%	94	\$15.14
Carpenters	720	750	4%	75	\$19.47

Description	2019 Jobs	2024 Jobs	2019 - 2024 % Change	Annual Openings	Median Hourly Earnings
Automotive Service Technicians and Mechanics	718	756	5%	76	\$20.13
First-Line Supervisors of Food Preparation and Serving Workers	708	783	11%	119	\$14.68
Bookkeeping, Accounting, and Auditing Clerks	689	736	7%	88	\$16.60
Postsecondary Teachers	676	780	15%	75	\$37.20
Home Health Aides	593	673	13%	86	\$11.57
Elementary School Teachers, Except Special Education	562	568	1%	41	\$20.33

As you can see from the table, most of the top 30 occupations pay less than \$20 per hour. To strengthen our economy and raise the county’s median wage, we must focus on creating and training for jobs that pay more than \$20 per hour, which is approximately the living wage in Yavapai County. (<https://livingwage.mit.edu/counties/04025>)

Looking at the county workforce needs, the following 18 occupations represent 50% of the workforce, require some college level training, and pay \$40,000 or more.

High Demand County Jobs

Pays \$40k+, Requires College

- **Business:** Accountant, GM, Manager
- **Health:** MD, RN, LPN, Lab Tech, Manager
- **Public Service:** Ed. Administrator, Ed. Counselor, Teacher
- **Tech:** User Specialist
- **Trades:** Auto. Tech., Construction Supervisor, HVAC








18

Source: US Bureau of Labor Statistics Slide 10

High Demand Arizona Jobs Pays \$40k+, Requires College



- **Business:** Accountant, *Admin. Mgr.*, Business Spec., Financial Mgr., Financial Services Sales, GM, HR Spec., Mgmt. Analyst, Mgr., Market Analyst, *Sales Mgr.*, *Training & Dev.*
- **Health:** RN, LPN, *Manager*
- **Public Service:** Lawyer, Teacher
- **Tech:** Software Developer, Systems Analyst, User Specialist
- **Trades:** Construction Supervisor, *HVAC*, Truck Driver



28

Source: US Bureau of Labor Statistics Slide 9

Looking at the state workforce needs, the following 28 occupations represent 50% of the workforce, require some college level training, and pay \$40,000 or more.

High Demand National Jobs Pays \$40k+, Requires College



- **Business:** Accountant, Business Spec., Fin. Mgr., Financial Services Sales, GM, HR Spec., Mgmt. Analyst, Manager, Market Analyst
- **Health:** MD, RN, LPN
- **Public Service:** Lawyer, Teacher
- **Tech:** Software Developer, Systems Analyst, User Spec.
- **Trades:** Construction Supervisor, Truck Driver



23

Source: EMSI Slide 8

Looking at the national workforce needs, the following 23 occupations represent 50% of the workforce, require some college level training, and pay \$40,000 or more.

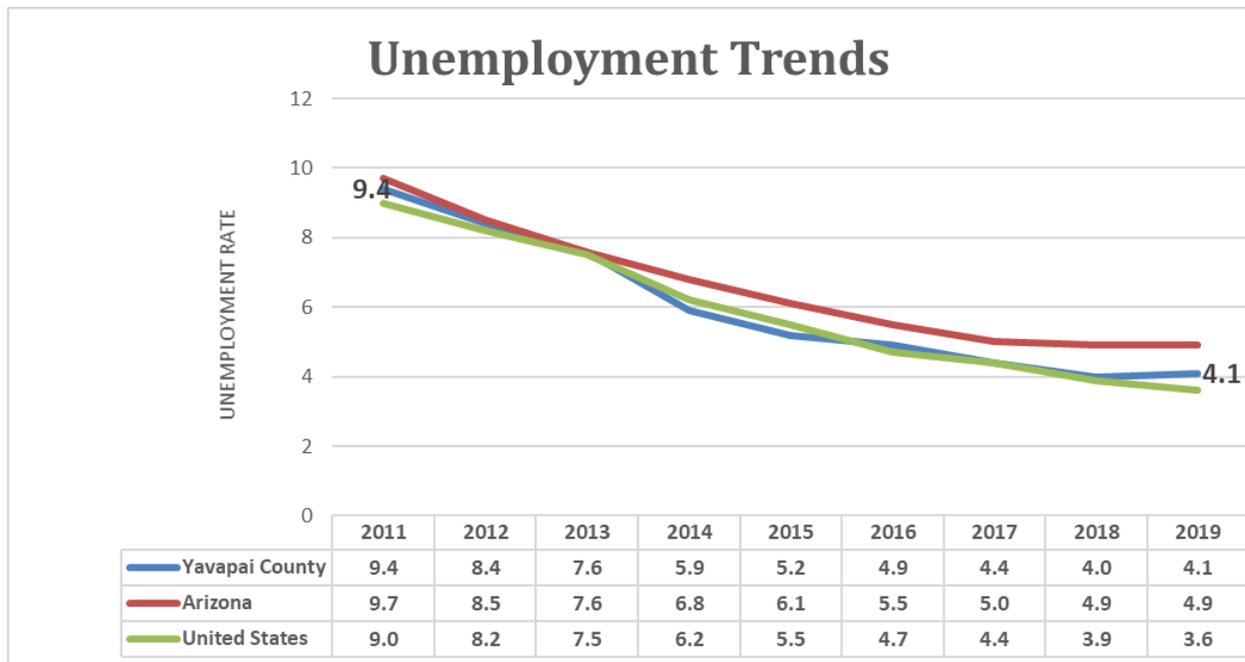
Commuting Patterns and Labor Sheds

Exporting Labor. More than one in three Yavapai County residents travels more than 50 miles for employment with the vast majority driving south to the greater Phoenix area.

Destination of Commuters	Count	Share
Prescott	18,102	25.8%
Phoenix	10,773	15.3%
Prescott Valley	6,369	9.1%
Cottonwood	3,368	4.8%
Sedona	3,282	4.7%
Flagstaff	2,696	3.8%
Camp Verde	2,222	3.2%
Scottsdale	2,110	3.0%

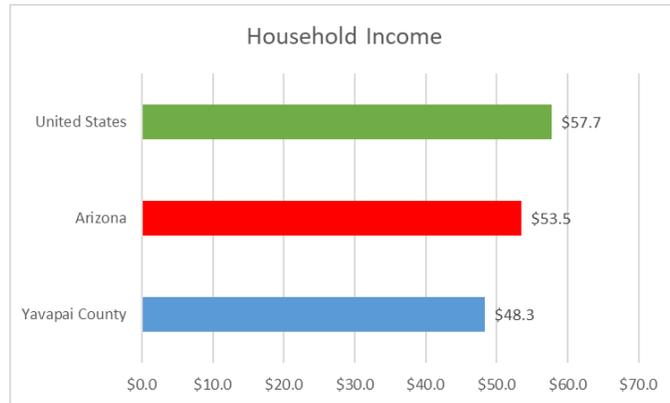
United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

Yavapai County Unemployment. Yavapai County’s unemployment rate of 4.1 is below the Arizona rate and approaching pre-recession levels. Businesses have approached the college looking for graduates. Some businesses are recruiting out of county



Source: Economic Research, Federal Reserve Bank of Saint Louis; April, seasonally adjusted

Low Household Income. Yavapai County’s median household income of \$48.3K is \$5.2K below the Arizona median household income and \$9.4K below the national median. The combination of below-average income and high cost of living, especially housing, presents significant headwinds negatively affecting student and labor force recruitment.



Source: EMSI, Quarter 3, 2019

High Cost of Living. Yavapai County’s overall cost of living is higher than the national and Arizona average. The Phoenix area is the largest out migration destination for people moving from Yavapai County. The Phoenix area is almost 11 percent less expensive than the Prescott-Prescott Valley region. The primary driving factor is housing costs.

Category (Percent Weight)	Prescott-Prescott Valley AZ	Phoenix AZ	National Average
Grocery (13.40%)	95.6	98.4	100
Housing (29.34%)	122	97.4	100
Utilities (8.94%)	96.6	110.8	100
Transportation (9.22%)	109.8	105.3	100
Health (4.26%)	94.4	92.6	100
Miscellaneous (34.84%)	105.2	95.2	100
Composite (100%)	108	98.5	100

Source: Council for Community and Economic Research, Quarter 2, 2019

Per a recent Harvard study, tight housing supply is “driving up home prices and rents, especially for average earners living in high-cost markets.” <https://www.housingwire.com/articles/49458-harvard-theres-a-housing-shortage-and-its-eroding-affordability/> This is primarily due to a decade of construction below historical levels.

Per Zillow, the median Yavapai County home value is \$307,000—well above the national average of \$231,000.



Questions for Consideration:

13. Are there steps YC could take to become less negatively correlated with economic recovery?
14. Does YC have the right program mix to serve local, state and national job market?
15. Does YC systematically review programs to ensure correct skills and knowledge are incorporated into the career technical programs? Are these programs structured in a way that supports working adults and businesses?
16. Almost ½ of our workforce is leaving our county to go to work. How can we determine what skills/ knowledge are commuting to Phoenix and Flagstaff so that we can work to relocate those businesses to Yavapai County?
17. How can YC help lower costs of housing in our county?

EDUCATION

K-12 EDUCATION TRENDS

There is a national teacher shortage, with many slots being filled by uncredentialed people out of necessity. Part of this has to do with financial pressures. A lack of resources creates high student-teacher ratios (which causes stressful work environment) and inadequate pay.

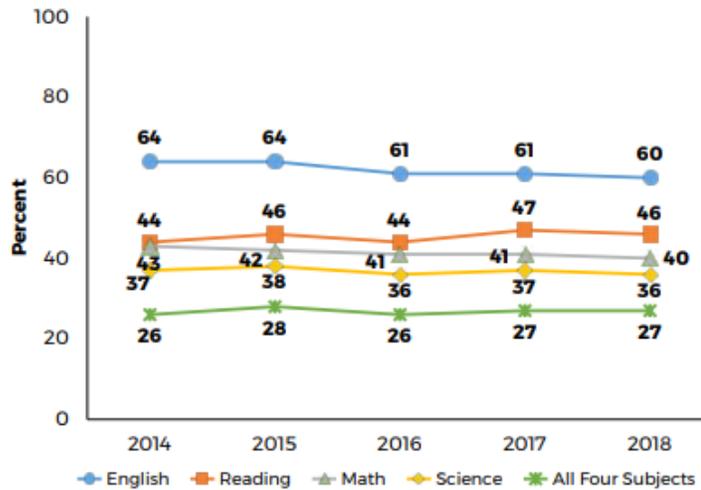
Where Arizona K-12 Ranks	
Measure	National Rank
Expenditures per Student	49th
Average Teacher Pay	48th
High School Graduates Rate	48th
College Readiness	48th
NAEP Math	24th
NAEP English	34th
Preschool Enrollment	46th

Challenged K-12 System. When adjusted for cost of living, Arizona elementary and high school teachers are some of the lowest paid in the nation, ranking 48th with an adjusted annual salary of \$46,500. Neighboring states of California, Nevada, Colorado, and Utah all have higher teacher pay than Arizona.¹⁰ <https://www.npr.org/sections/ed/2018/03/16/592221378/the-fight-over-teacher-salaries-a-look-at-the-numbers> Attracting and retaining quality teachers is a significant challenge for state k-12 schools.

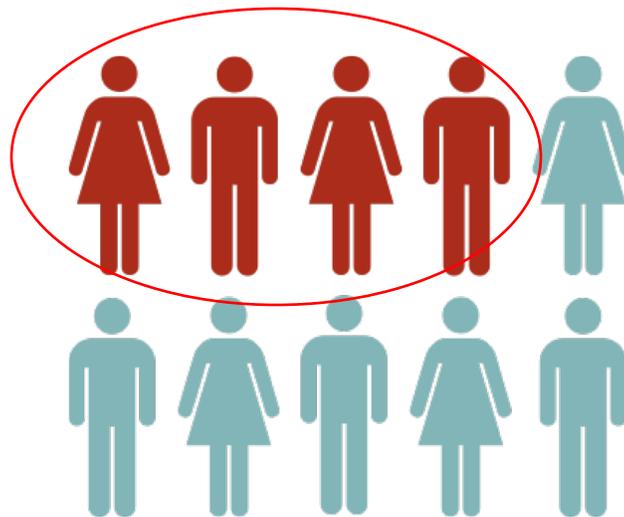
Funding: AZ high schools earn full funding (Average Daily Maintenance) for students when the student takes four classes. However, most high schools offer up to 7 periods per day. Only needing 22 classes to earn their diploma, many high school seniors only attend school for part of the day, as they have already fulfilled 18 to 21 of their required classes to graduate.

Underprepared Students. As many as two-thirds of students entering community colleges today require some level of remediation (Cohen & Brawer, 2014)¹². ACT (2018) reports that just 27% of college-bound students met all four college-readiness benchmarks (English, mathematics, reading, and science).¹³

Percent of 2014-2018 ACT-Tested High School Graduates Meeting ACT College Readiness Benchmarks



In 2018, more than 4 in 10 recent high school graduates enrolled in a developmental course at Yavapai College.



AP vs. Dual vs. Concurrent

At the other end of the curve, many high school students earn college credits through dual credit (taught by high school teachers), concurrent credit (offered by college faculty), or Advanced Placement credit (offered by high school teachers).

38 Advanced Placement courses are available from College Board, which is paid for developing curriculum & tests, training instructors, certifying courses and \$95 for grading tests. About 1/3 of students who take the standardized test receive college credit—and not all students in the class take the test. The main advantage of AP is that it is accepted at many colleges and universities across the country.

Dual Credit courses are also taught by high school teachers, but using a local community college or university curriculum, rather than College Board curriculum. Students who get a C or higher in the course (92%) receive college credit at the state's public colleges and universities, and we know that around 85% of college-bound Yavapai County high school graduates go to a public college or university. The credits will transfer to out of state public schools about ½ the time. The main limitation to growth is that HLC requires Master's degree or extensive graduate coursework in the subject, which not many HS teachers have. YC charges \$10 per credit for courses taught in this format.

An alternative is to allow the HS students to take college courses taught by YC faculty (concurrent) either online, on the college campus (eg. PV or CTEC), or rarely on the HS campus (e.g. CNT). In this case, YC charges list price tuition, but the HS does not have the expense of a teacher. 85% of these students receive college credits.

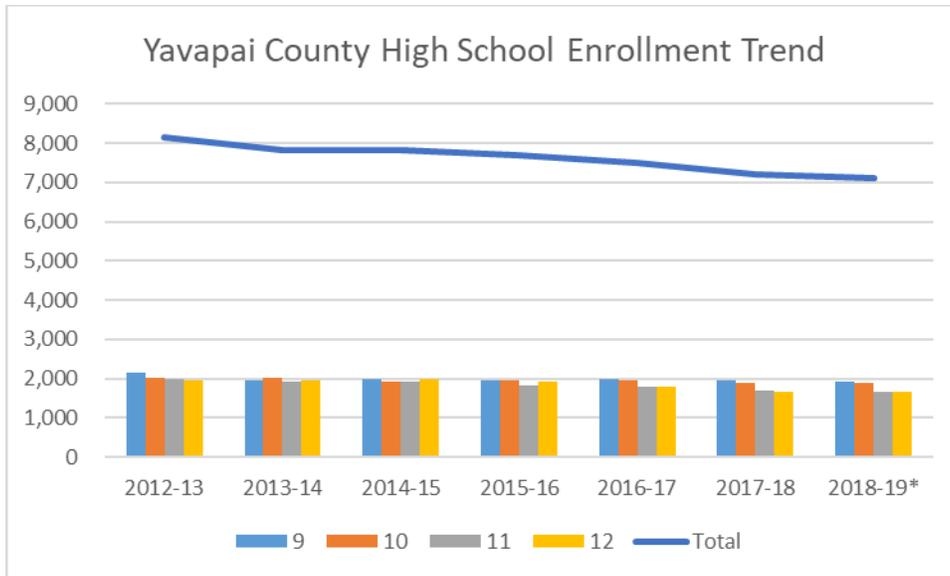
Parents have choices. The Arizona K-12 landscape is diverse, consisting of Public school districts, Public Charter School districts, Public Career Technical Education Districts, and Private Schools. They may choose to send their child to their home district, or to another district, or to a charter school. This has created competition between high schools to maintain or grow enrollments, and schools have adopted different strategies to carve out a market niche.

Career Technical Education Districts

The legislature has created CTEDs whose mission is to offer career technical training to high school students. Their districts cover one or more of the other public school districts. In Yavapai County there are two CTED's: VACTE services the East County and MICTED services the West County.

There are financial incentives to offer centralized CTE at the high school level. If the program is offered at one central location, the CTED receives .75 ADM; whereas, they only receive .25 ADM when programs are offered at more than one location in their district.

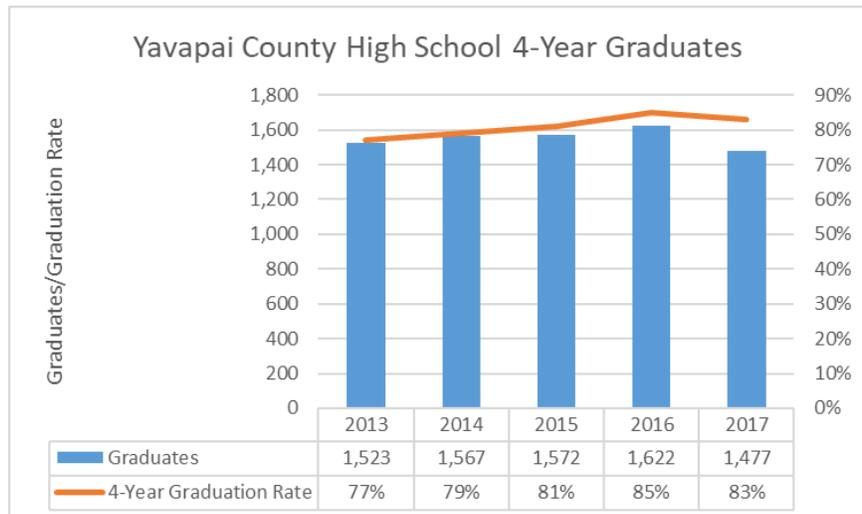
Yavapai County high school enrollments continue to decline. The net decline between 2013 and 2018 was 779 students. The decline represents a compound average annual enrollment drop of nearly 2 percent.



Source: Arizona Department of Education—Arizona October 1 Enrollment Reports; *2018-19 enrollment forecasted by IER.

Yavapai County high school graduates decline.

Declining birth rates and the aging shift in net migration indicate the number of high school graduates will likely decline slightly over the next five years. The rising county high school graduation rate (83%) is encouraging and exceeds the Arizona graduation rate of 78%.



HIGHER EDUCATION TRENDS

As mentioned previously, national **community college enrollment in the U.S. has decreased for the eighth consecutive year**. Since 2011, YC has outperformed the national and Arizona enrollment trends. Nationally, traditional students (18-22) are predicted to peak in 2024, then decline 15% in just 4 years. (https://www.scup.org/wp-content/uploads/2019/02/TrendsForHigherEd_Spring2019.pdf)

At this point, **17 states have state-wide Promise Scholarship programs** allowing recent high school graduates to attend a community college for free for some period of time.

With the overall pool of traditional candidates shrinking, and stiff price competition from public 2 year colleges (i.e. sometimes free), **many schools face financial crisis**. Many are expected to close or merge. Likewise, per the annual NACUBO Tuition Discounting study, competition is becoming fierce with tuition discounts at private 4-year universities approaching 50%.

Improving Retention Rates. Nationally, year-to-year retention rates for community colleges have stagnated. Yavapai College’s first-time student retention rates have improved and been sustained for the past four years.

Low College Completion Rates. The federal graduation rate is based on 150% of the published time for the program which equates to a three-year community college completion. The three-year U.S. public community college graduation rate is 19.5% using the Department of Education’s official graduation rate. Yavapai College’s latest three-year graduation rate is 25%. While YC is above average, YC would have to improve its graduation rate to 37% to be in the top quartile or 49% to be in the top decile per Collegescorecard.ed.gov.

YOU
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What Students Want to Take

- **Top 10 Awarded**

Bachelors	Associates	1+ Certificates
Business (371)	Liberal Arts (387)	Culinary (72)
Health (228)	Nursing (77)	Liberal Arts (64)
Social Sciences (161)	Health Science (61)	Mech. & Repair (47)
Psychology (117)	Business Admin (54)	Med. Asst. (46)
Biology (113)	Crim. Justice (33)	LPN (41)
Engineering (106)	Med. Asst. (32)	Health Science (37)
Visual/ Perf. Arts (92)	Multi. Disc. (31)	Business (21)
Communication (92)	CIS (31)	Precision Prod (19)
Education (87)	Engineering (27)	Engineering (14)
Computer Science (64)	Mech & Repair (21)	Dental Asst. (14)













Source: 2017 National Center for Educational Statistics Slide 17

Delivery Modes

In addition to traditional semester-long face-to-face classes, colleges have started to diversify how they offer classwork, including:

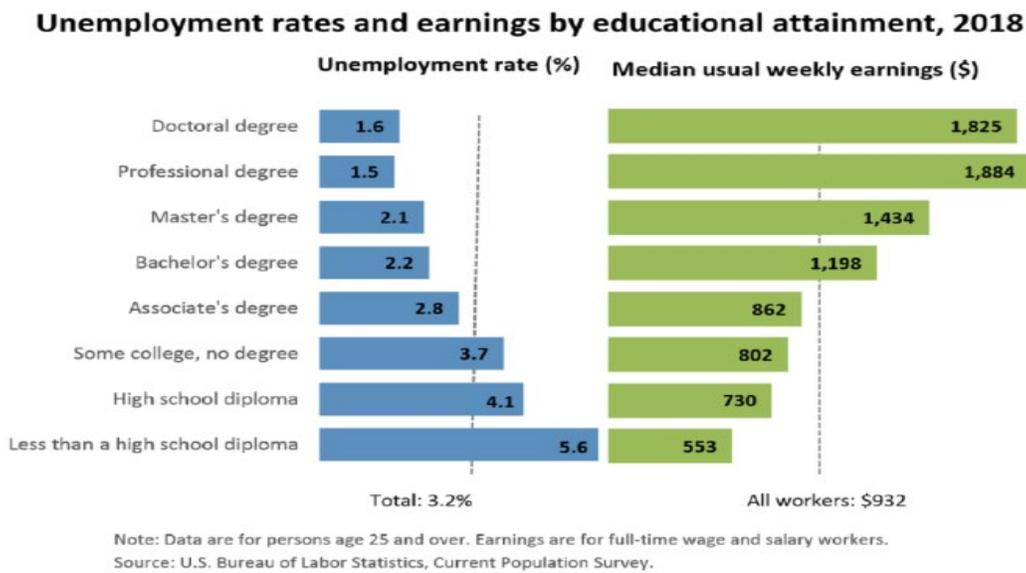
- a. Online courses and programs.
 - a. Synchronous: all students attend a class on the same day and the same time, but using the internet, with a tool like zoom. This eliminates transportation issues.
 - b. Asynchronous: students attend the same class but on days and times that fit their schedule. This is great for students with competing priorities (family, work, etc.) For example, ASU has almost 100 bachelor degrees available in a fully online format.
- b. Course start date and duration
 - a. Some schools like Rio Salado in Phoenix begin classes every week. This helps avoid peak demand for staff, and helps students begin when they are ready
 - b. Some schools offer courses over 8 weeks or even intensive bootcamps that may be as short as 4 weeks
 - i. Some career technical programs like computer programming have adopted bootcamp formats to help student enter the workforce with a specific skill more quickly
 - ii. Some Educational Opportunity Programs are offered to high risk high school graduates over the Summer to help students be ready for college
 - iii. New businesses such as Trilogy Education Services have emerged to help colleges and universities offer their programs in a bootcamp format (trilogyed.com)
- c. MOOCs: Massive Open Online Courses are a form of Asynchronous online education which has the potential to offer low price college coursework. Through recorded lectures, auto-graders, and teaching assistants. For example, Georgia Tech offers free coursework from an expert in big data, but students can pay if they want to earn the credential. This format has become a recruitment and profit center for this program.



Education and Debt. Some fear that the \$1.48 trillion in student debt is the next economic bubble. Though college expenditures per student haven't changed much over time, state appropriations per student have, and these declines in state support have led to rapid increases in tuition. Despite some 44 million Americans having college loans, the majority (56%) of borrowers owe less than \$20,000, and only 9% owe more than \$80,000.

<https://research.collegeboard.org/pdf/trends-student-aid-2018-full-report.pdf>)

Value: The key to student loans being a sound investment lie in the people completing their degree. For those finishing their degree the investment is great as evidenced by unemployment rates and median wages by educational attainment. This is further evidence that higher education is a vital component of fulfilling the American dream.



Lifelong Learning. The SCUP article: Learning, From K12 to 401(K) says an initiative at Harvard, “The Sixty Year Curriculum,” focuses on what it will take to develop new educational models that will support true lifelong learning and “reskilling” from K-12 into retirement. Harvard professor Chris Dede argues that such models will require fundamental changes in pedagogy, credentials (like badges) and how learning takes place. For example, shifting from emphases on seat time and standardized test in favor of “credentials certified by proficiency on competency-based measures.”



Esports. With annual revenues exceeding \$900 million and viewing audiences in the hundreds of millions, esports (competitive video gaming) is exploding. Esport growth is forecasted to grow exponentially with more than 7 in 10 teenagers considering themselves to be gamers. Colleges and universities are beginning to add esports teams as a new avenue of student recruitment. The national association of collegiate esports (NACE) a nonprofit membership association boasts an affiliation with 130 member schools with more than 3,000 student e-athletes. In Arizona, Grand Canyon University and Embry-Riddle both have esports teams according to NACE.

Questions for Consideration:

18. Are there opportunities to partner with AZ traditional high schools to offer more college courses to high school students either through dual or concurrent courses?
19. Is there feedback and support that YC could provide to high schools to support their efforts to produce college-ready graduates?
20. With financial pressures on private universities, are there opportunities to partner with Prescott College and/ or Embry Riddle? Can we teach their Freshmen and Sophomores allowing their faculty to focus on higher tuition graduate students? Can they take advantage of our state of the art facilities to recruit more students?
21. Are there opportunities to garner state support for a Promise Scholarship program using the TN Promise rationale that it builds the workforce and strengthens the economy?
22. Is YC delivering programs the way our students want/ need them? Should we offer more online programs? Short format courses? Bootcamps?
23. Are there programs or courses unique to YC that might succeed as a MOOC?
24. Can YC reengineer processes to further improve completion rates for all subgroups so that students enjoy the benefits of a college degree and can more readily repay their loans?
25. Would E-sports be a good recruitment/ retention tool?

TECHNOLOGY

TECHNOLOGY TRENDS

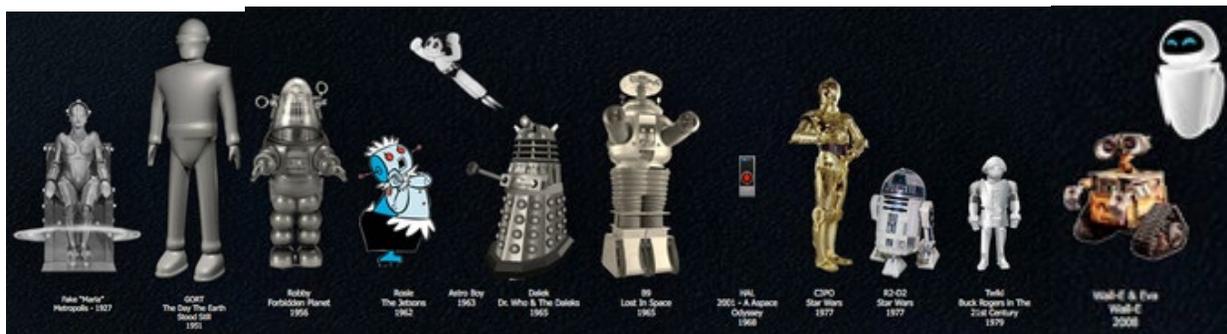
Schools in Arizona's Flagstaff closed for second day due to cyberattack

BY MAGGIE MILLER - 09/06/19 11:41 AM EDT

125 COMMENTS

Cybersecurity and Ransomware. Cybersecurity remains a top concern for colleges and universities. A recent report found that hacking has more than doubled in higher education over the past two years. Close to home, the Flagstaff school district closed for multiple days due to debilitating ransomware. Flagstaff is just one in a string of k-12 and higher education institutions to experience the crippling effects of ransomware. In response to cyberattacks and data breaches, federal and state governments compliance mandates are increasing and requiring college IT staffs to spend more resources (human and financial) toward data security.

Robots and Artificial Intelligence



We are in the verge of the 4th Industrial Revolution says Klaus Schwab, founder of the World Economic Forum. The first three included steam and water power, electricity and assembly lines, and computerization. Industry 4.0 will bring exponential change to the ways we live and work through robotics and artificial intelligence.

(<https://www.forbes.com/sites/bernardmarr/2018/08/13/the-4th-industrial-revolution-is-here-are-you-ready/#5fac0e82628b>)

Once limited to the dominion of blue collar workers, robots and AI appear poised to do much white collar work as well. Per Joseph Aoun, President of Northeastern University, colleges will need to change curriculum to prepare workers for the future. In his book, Robot-proof, he

explains that workers of the future will need to have a combination of technical and creative skills including data literacy, technological literacy, humanities, systems thinking, entrepreneurship, critical thinking, and cultural agility.

THE WALL STREET JOURNAL

White-Collar Robots Are Coming for Jobs



Meet Amelia, an AI who works at 20 large firms, including Allstate.

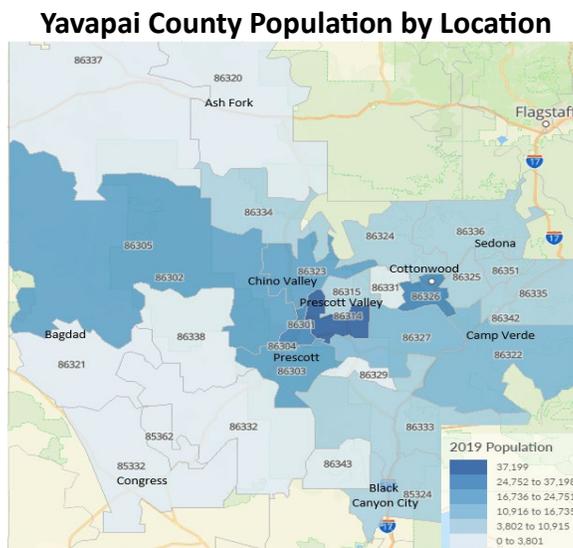
Technological Disruption. Technology brought us innovations, increased efficiencies, and broadened access to higher education. Nonetheless, the pace of technological change also brings dramatic shifts in our ability to adapt to change and leverage the positive benefits of new technology. Canada's Prime Minister, Justin Trudeau, sums it up well when he said: "Think about it: The pace of change has never been this fast, yet it will never be this slow again."¹⁶ It is imperative that higher education institutions take a strategic approach to technology to mitigate disruptions and help students and staff adjust to changes.

Questions for Consideration:

26. Is YC allocating adequate resources to be reasonably secure against cyber-attacks?
27. Is YC preparing to take advantage of new technologies to lower costs and increase results? Where do we stand with chatbots? Texting? Canvas auto grading? Other AI support for students or staff? Is our ERP system up to date?

DEMOGRAPHICS

Yavapai County’s population is spread out over 8,000 square miles, geographically divided by the Mingus Mountain range. The Prescott area in the west county and Verde Valley in the eastern portion of the county are the two primary population centers. Analyzing these areas is complex due to a lack of data collected at the sub-county level. To obtain as clear a picture as possible, this analysis used zip code level data and were divided into three regions: West County (Prescott area), East County (Verde Valley), and Balance of County.



Source: Economic Modeling Specialists, Intl., 2019

POPULATION

Yavapai County’s 2019 population is 234,456. Over the next five years, the county population is forecasted to grow by 2.4%, below the Arizona (4.5%) and U.S. projections of 3.0%.

National, Arizona, and Yavapai County Population and Projections

	2010	2019	2024	Net Growth Forecast (2019-2024)	% Growth Forecast (2019-2024)
United States	308,745,538	328,144,740	338,120,498	9,975,758	3.0%
Arizona	6,392,017	7,204,602	7,527,040	322,438	4.5%
Yavapai County	211,033	234,456	240,187	5,731	2.4%

Source: EASI Analytics Inc., 2019

Examining sub-county areas, almost two-thirds of Yavapai County residents live in the west county, while about a third reside in the east county. Five-year growth forecasts for all sub-county areas are about 2.5%.

Yavapai County Sub Area Population and Projections

	2010	2019	2024	Net Growth Forecast (2019-2024)	% Growth Forecast (2019-2024)
Yavapai County	211,033	234,456	240,187	5,731	2.4%
West	133,038	147,916	151,527	3,611	2.4%
East	68,338	75,696	77,622	1,926	2.5%
Balance	9,657	12,546	12,868	322	2.6%

Source: EASI Analytics Inc., 2019

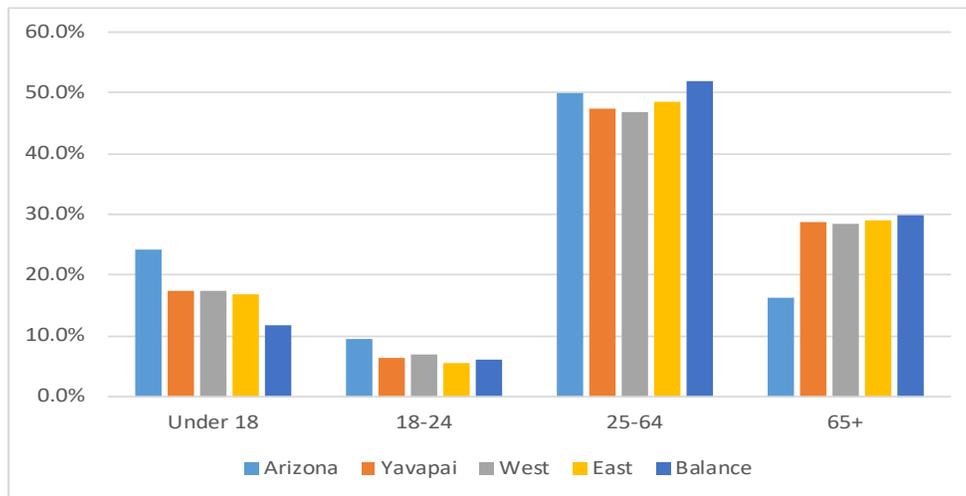
Note: Region populations are determined by zip code and may not equal county total.

The Yavapai cities and towns expected to grow the fastest over the next 5 years include Prescott, Prescott Valley, Chino Valley, Cottonwood, and Sedona.

AGE GROUPS

Yavapai County’s share of the population age 65 and older is near twice that of the Arizona and the U.S. as a whole. The over 65 populations are consistent over the three sub-county areas. Less than half of the county’s population is workforce age (25-64). The west sub-county area has the largest proportion of traditional-age college students (18-24).

2019 Age Group Distribution



Source: EASI Analytics, Inc., 2019

A closer inspection of age groups shows that the largest increases will occur in the age groups 65 and over, and will add 12,357 new residents by 2024. In contrast, the 45-64 age group will shrink by 4,382 along with declines in 20 to 29 (-1,227) and 10 to 14 (-212). These age trends portend a significant shift for Yavapai College and its curriculum and program offerings.

Yavapai County Population Projections by Age Group

Population, Median Age	2019	2024	Net Growth Forecast	% Growth Forecast
			(2019-2024)	(2019-2024)
Under 5 years	10,286	11,464	1,178	11%
5 to 9 years	10,297	10,961	664	6%
10 to 14 years	11,214	11,002	(212)	(2%)
15 to 19 years	10,884	11,134	250	2%
20 to 24 years	10,562	9,551	(1,011)	(10%)
25 to 29 years	10,895	10,679	(216)	(2%)
30 to 34 years	10,616	11,470	854	8%
35 to 39 years	10,546	11,473	927	9%
40 to 44 years	10,185	11,597	1,412	14%
45 to 49 years	11,039	11,124	85	1%
50 to 54 years	12,972	12,297	(675)	(5%)
55 to 59 years	17,159	14,696	(2,463)	(14%)
60 to 64 years	22,090	20,761	(1,329)	(6%)
65 to 69 years	24,171	25,531	1,360	6%
70 to 74 years	20,826	24,113	3,287	16%
75 to 79 years	14,519	18,587	4,068	28%
80 to 84 years	8,674	11,192	2,518	29%
85 years and over	7,472	8,596	1,124	15%

Source: EMSI, Quarter 3, 2019

RACE AND ETHNICITY

The overwhelming majority (80%) of Yavapai County residents are White, Non-Hispanic with a median age of 55. Hispanics make up the next largest group at 15% with a median age (28) that is 50% younger than the majority race.

Yavapai County Race and Ethnicity

POPULATION BY RACE/ETHNICITY	2019	2024	Net Growth Forecast	% Growth Forecast
			(2019-2024)	(2019-2024)
White Population, Non-Hispanic	187,958	195,925	7,967	4.2%
Black Population, Non-Hispanic	1,735	1,959	224	12.9%
Asian Population, Non-Hispanic	2,484	2,817	333	13.4%
American Indian and Alaska Native Alone	3,259	3,414	155	4.8%
Two or More Races, Non-Hispanic	4,042	4,350	308	7.6%
Hispanic, All Races	34,680	37,500	2,820	8.1%

Source: EMSI, Quarter 3, 2019

Yavapai County's minority populations are appreciably younger than the White majority.

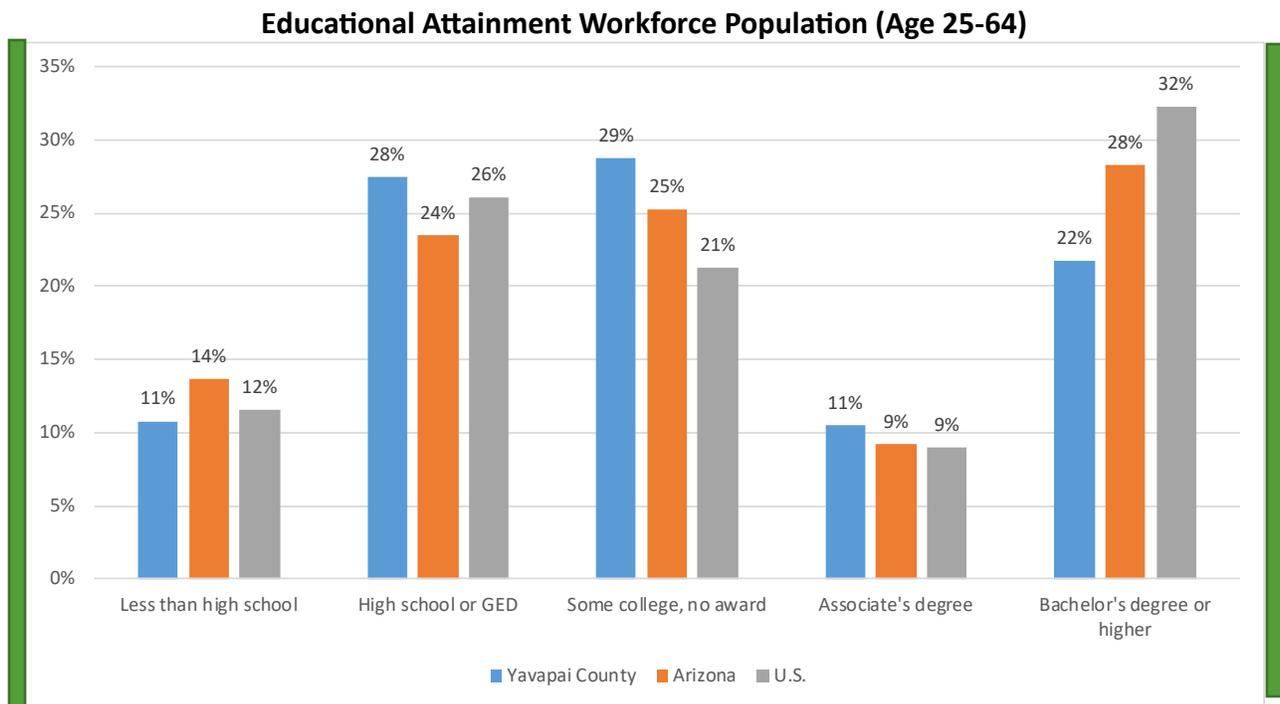
Yavapai College Median Age by Race and Ethnicity

	2019
MEDIAN AGE BY RACE	
White Median Age	55.2
Black Median Age	39.0
Asian Median Age	46.0
American Indian and Alaska Native Median	37.0
Other Race Median Age	27.4
Two or More Races Median Age	26.4
MEDIAN AGE BY ETHNICITY	
Hispanic Median Age	28.0
White Non Hispanic Median Age	56.8

Source: EASI Analytics Inc., 2019

EDUCATIONAL ATTAINMENT

Given Yavapai County’s significantly older population, it is important to examine educational attainment for the workforce population (25-64). Yavapai County’s bachelor’s degree attainment rate is about 1.5 times lower than the U.S. level and 1.3 times lower than the Arizona level. However, the County’s rate of workers with some college or an associate degree outperforms both state and national percentages. There are roughly 75,000 Yavapai County residents who are in the workforce -- and most could benefit from earning an associate’s degree.



Source: IPUMS USA, 2013-2017 American Community Survey 5-Year Estimates Micro Dataset

POVERTY

Past environmental scans have used traditional poverty rates to assess financial challenge and insecurity in our communities. However, the official poverty guidelines represent such a low bar. For example, the official poverty threshold for a family of four is \$25,100. Instead, this edition focuses on near poverty (150%) to assess financial insecurity.

Yavapai County Residents Living in Near Poverty

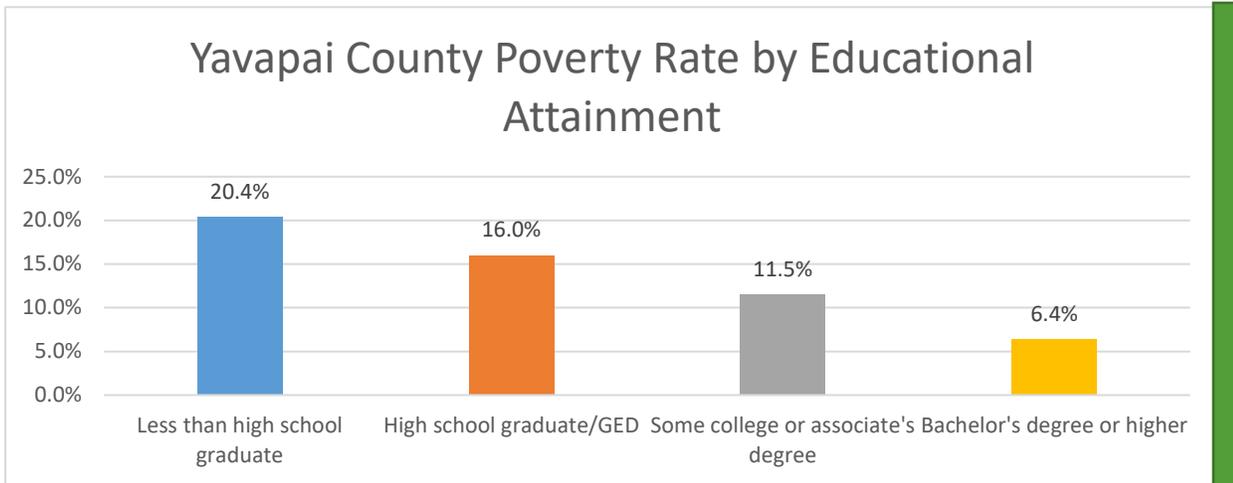


Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates
 One in four or more than 54,000 Yavapai County residents lives in near poverty. The near poverty threshold for a family of four is \$37,700

Near Poverty by Selected Community	
Select	150% Poverty Level
City/Town/County	
Prescott	8,481 (21%)
Prescott Valley	10,950 (26%)
Chino Valley	2,971 (27%)
Cottonwood	4,209 (36%)
Camp Verde	3,629 (35%)
Sedona	2,037 (20%)
Yavapai County	54,077 (25%)

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Education and poverty. There is a direct association between educational attainment and a region’s poverty rate. Poverty rates are significantly lower for County residents with a postsecondary credential.



Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Questions for Consideration:

- 28. Given our demographics and funding, YC clearly needs to provide services valued by people over 65 years old. How can YC attract more 65+ credit students? How can YC offer more non-credit options in a way that does not impact the Expenditure Limit?
- 29. Given our demographics, how can YC better reach and better serve the Hispanic community?
- 30. How do we improve our recruitment and marketing efforts to entice the 75,000 non-traditional aged residents who do not have a degree?

Environmental Scan

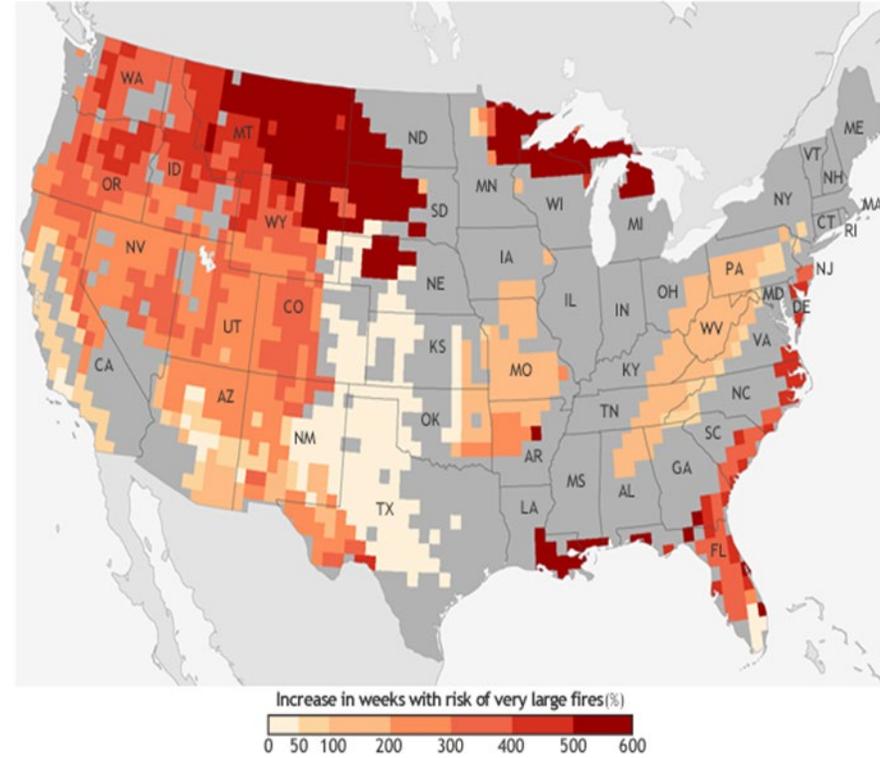
For DGB | Yavapai College | November 2019

Environmental Scanning at Yavapai College

- Society
- Political
- Economy and Workforce
- Education
- Technology
- Demographics

Societal Trends

- Global Warming



The projected increase in the number of “very large fire” weeks—weeks in which conditions are favorable to the occurrence of very large fires—by mid-century (2041-2070) compared to the recent past (1971-2000). Projections are based on the possible emissions scenario known RCP 8.5, which assumes continued increases in carbon dioxide emissions. NOAA Climate.gov map, based on data from Barbera *et al.*, 2015. [More detail.](#)

Societal Trends

- Global Warming
- Mental Health

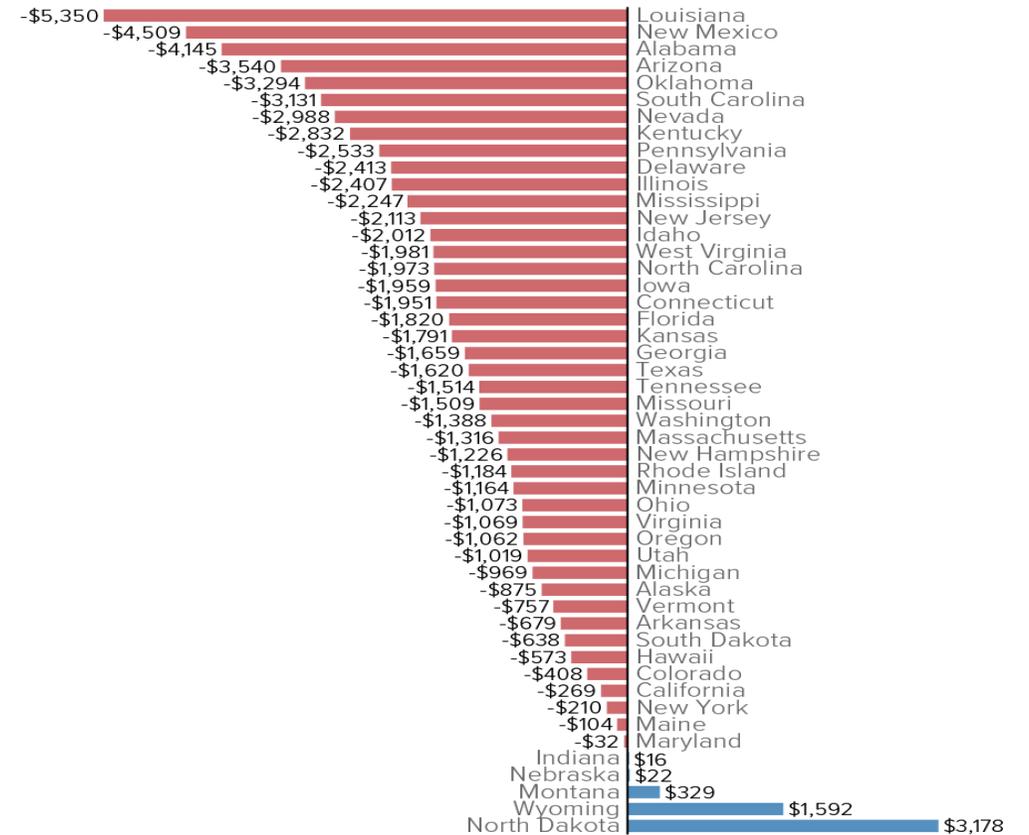


Political Trends

- State
 - Low \$ support: Not valued
 - Expenditure Limit

State Funding for Higher Education Remains Far Below Pre-Recession Levels in Most States

Change in state spending per student, inflation adjusted, 2008-2017

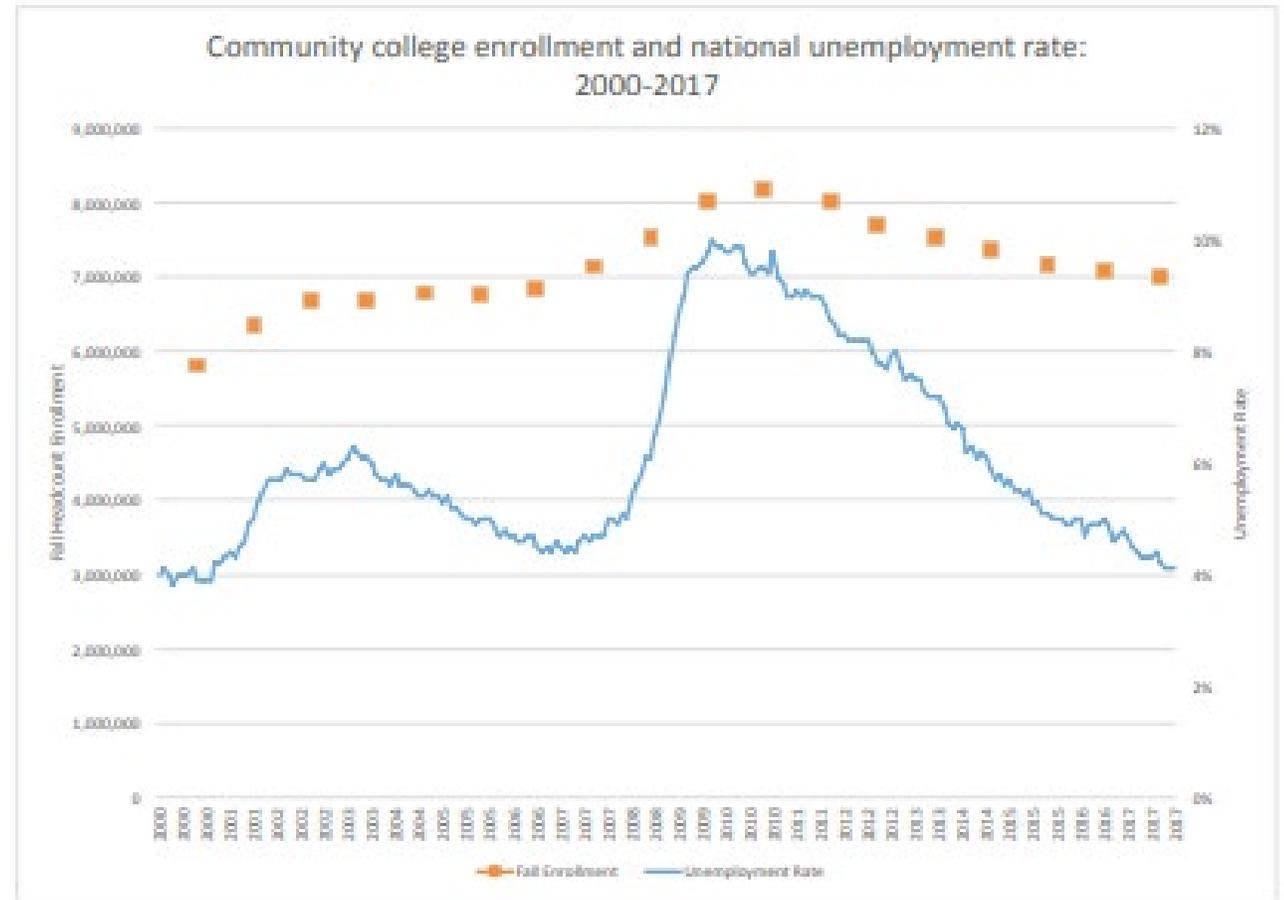


Note: Wisconsin was excluded because the data necessary to make valid comparison was not available. Since enrollment data is only available through the 2015-16 school year, we have estimated enrollment for the 2016-17 school year using data from past years.

Source: CBPP calculations using the “Grapevine” higher education appropriations data from Illinois State University, enrollment and combined state and local funding data from the State Higher Education Executive Officers Association, and the Consumer Price Index, published by the Bureau of Labor Statistics. Illinois funding data is provided by Voices for Illinois Children.

Economy & Workforce Trends

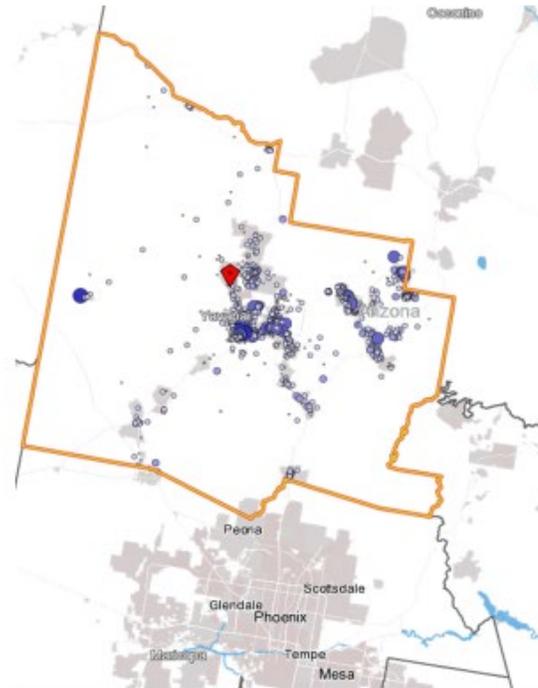
- Economy



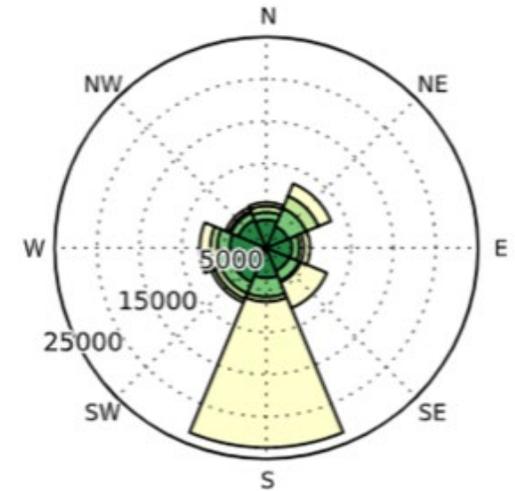
Economy & Workforce Trends

- Economy
- Exporting talent

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Yavapai County



–United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

Economy & Workforce Trends

- Economy

- Exporting talent

- Cost of Living

Category (Percent Weight)	Prescott-Prescott Valley AZ	Phoenix AZ	National Average
Grocery (13.40%)	95.6	98.4	100
Housing (29.34%)	122	97.4	100
Utilities (8.94%)	96.6	110.8	100
Transportation (9.22%)	109.8	105.3	100
Health (4.26%)	94.4	92.6	100
Miscellaneous (34.84%)	105.2	95.2	100
Composite (100%)	108	98.5	100

Education Trends

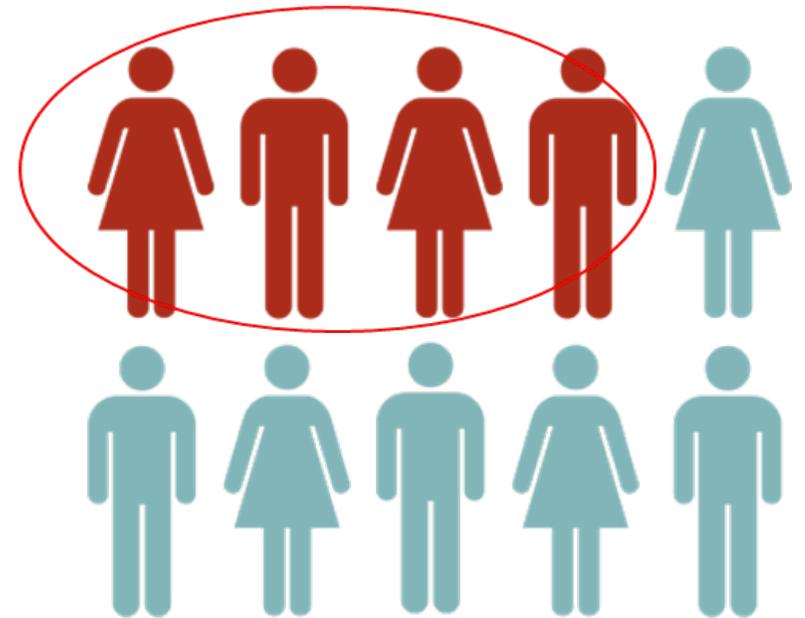
- K-12
 - Low \$ support in AZ : Not valued

Where Arizona K-12 Ranks

Measure	National Rank
Expenditures per Student	49th
Average Teacher Pay	48th
High School Graduates Rate	48th
College Readiness	48th
NAEP Math	24th
NAEP English	34th
Preschool Enrollment	46th

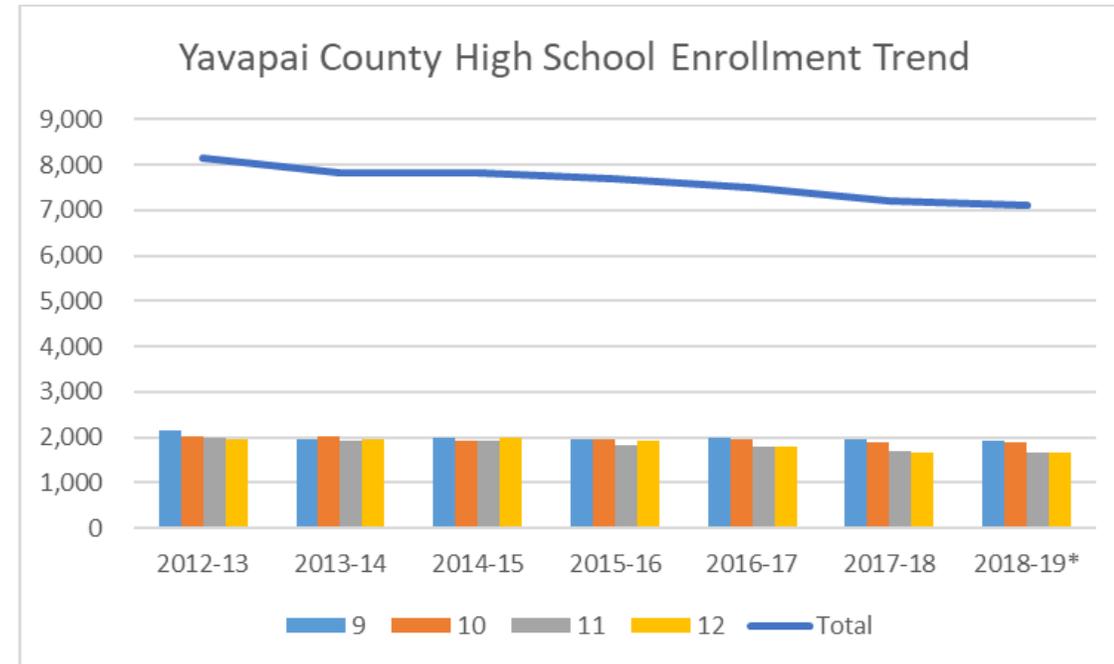
Education Trends

- K-12
 - Low \$ support in AZ : Not valued
 - 4 in 10 graduates require Developmental



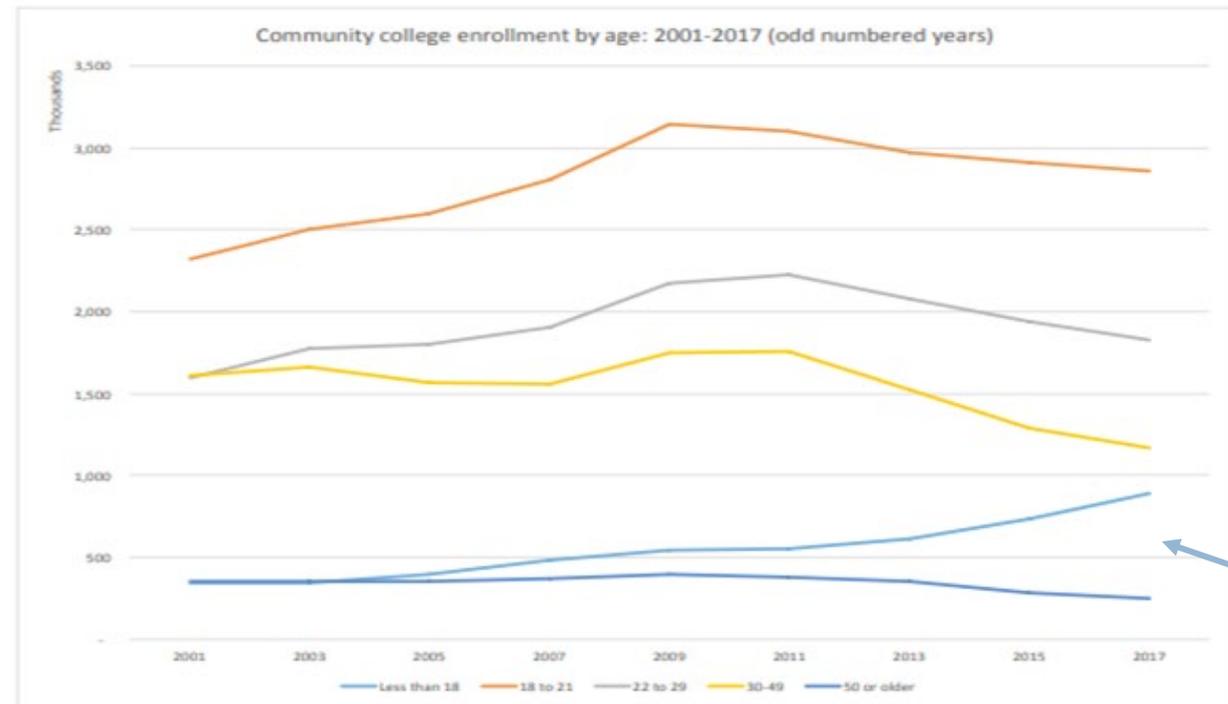
Education Trends

- K-12
 - Low \$ support in AZ : Not valued
 - 4 in 10 graduates require Developmental
 - Enrollments declining



Education Trends

- Higher Education
 - Growth in dual/ concurrent
 - Decline in workforce age



<18

Education Trends

- Higher Education
 - CC enrollment correlate with unemployment
 - Growth in dual/ concurrent
 - 17 state offer Promise Scholarships



Education Trends

- Higher Education
 - Growth in dual/ concurrent
 - 17 state offer Promise Scholarships
 - Focus on access, retention, completion, equity



Education Trends

- Higher Education
 - Growth in dual/ concurrent
 - 17 state offer Promise Scholarships
 - Focus on access, retention, completion, equity
 - Diverse delivery modes: online, duration, start dates

Rio Salado
College 
A Maricopa Community College



Technology Trends

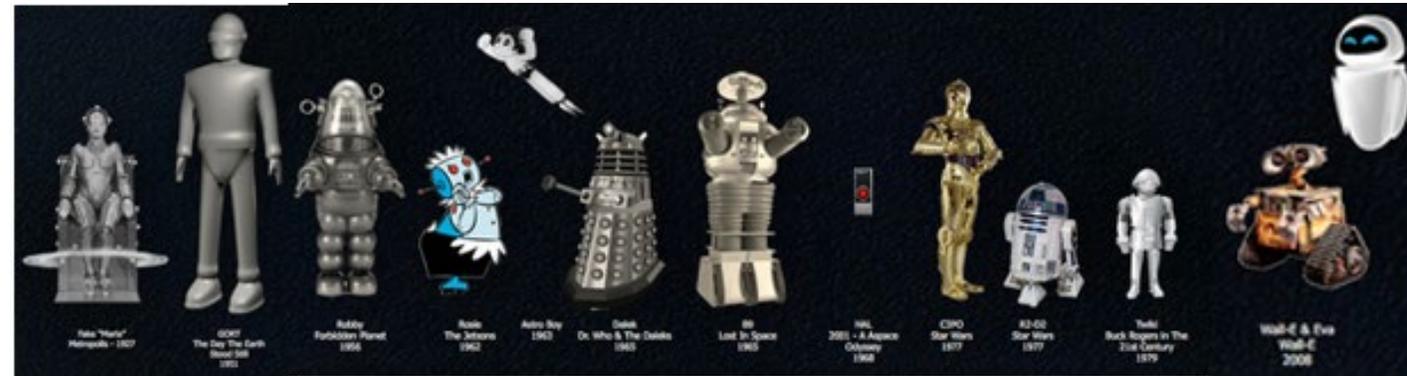
- Robots & AI
 - Cyber Security
 - Applying tech at YC
 - Training tomorrow's workforce

THE WALL STREET JOURNAL.

White-Collar Robots Are Coming for Jobs



Meet Amelia, an AI who works at 20 large firms, including Allstate.



Demographic Trends

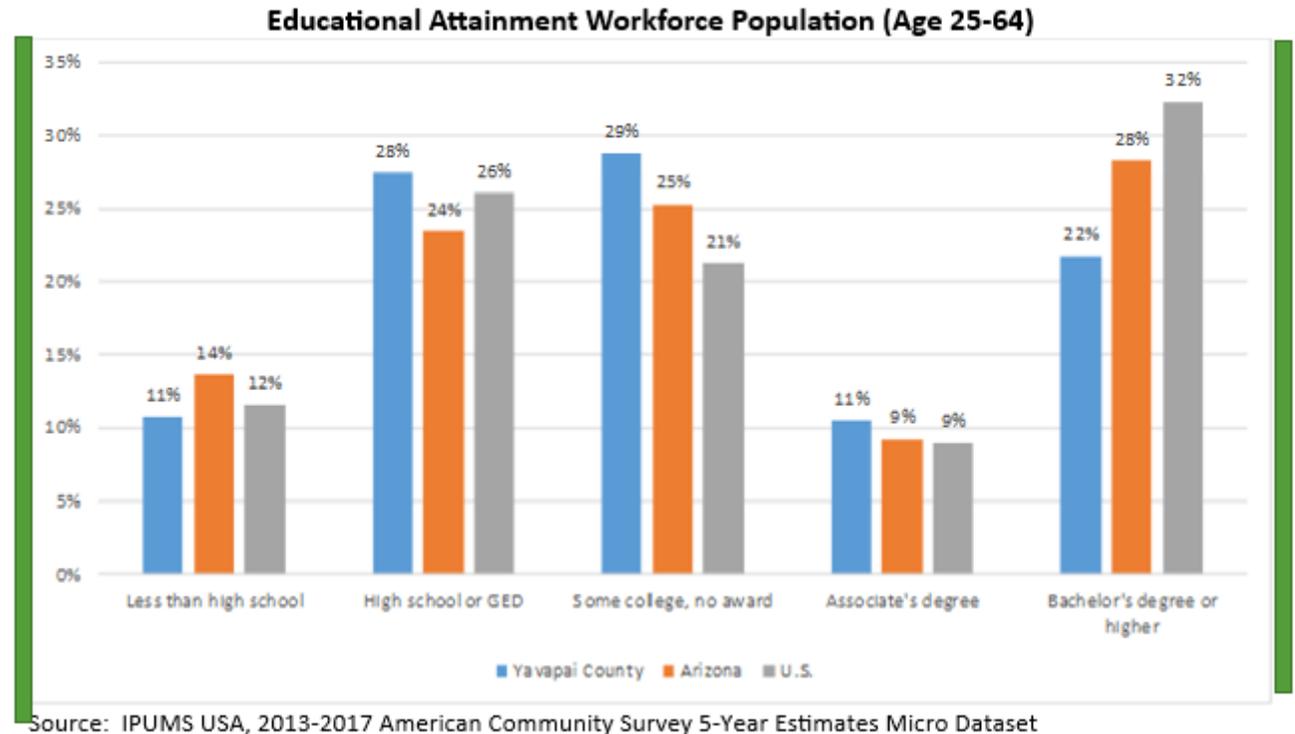
- Old and getting older
 - Hispanic

	2019
MEDIAN AGE BY RACE	
White Median Age	55.2
Black Median Age	39.0
Asian Median Age	46.0
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Other Race Median Age	27.4
Two or More Races Median Age	26.4
MEDIAN AGE BY ETHNICITY	
Hispanic Median Age	28.0
White Non Hispanic Median Age	56.8

Source: EASI Analytics Inc., 2019

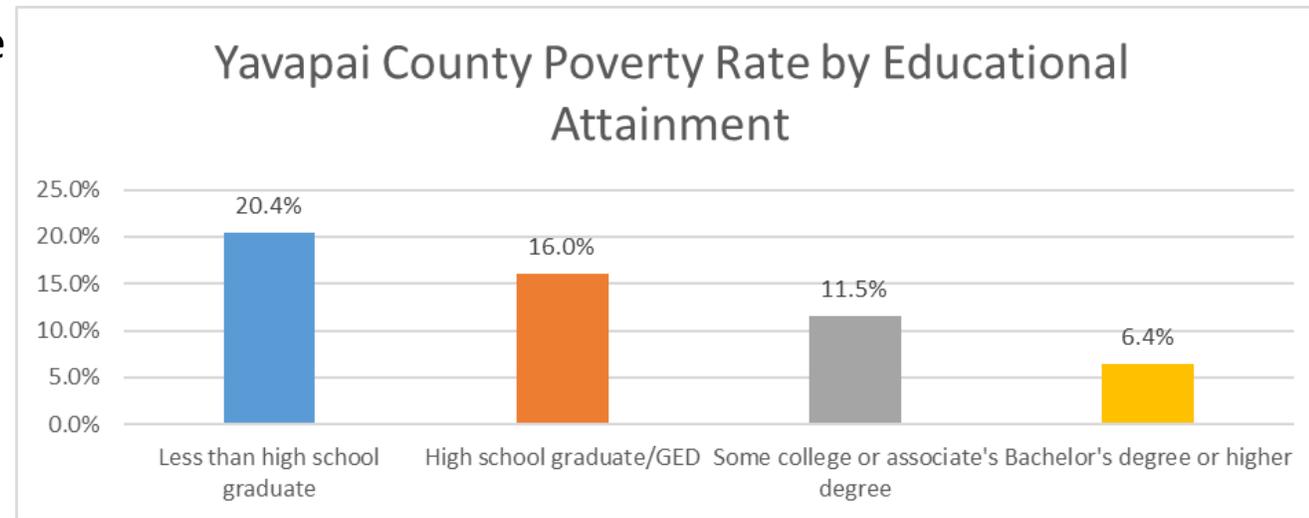
Demographic Trends

- Old and getting older
 - Hispanic
- Educational Attainment
 - >75,000 working-aged county residents need a certificate or degree
- Fighting Poverty



Demographic Trends

- Old and getting older
 - Hispanic
- Educational Attainment
 - >75,000 working-aged county residents need a certificate or degree
- Fighting Poverty
 - 1 in 4 county residents live at 150% poverty level or below



Thanks!

Presenter : Ray Sigafoos **Start Time :** 2:34 PM **Item No :** 15
Proposed By : Ray Sigafoos **Time Req :** 0
Proposed : 10/7/2019 **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 :** 2:34 PM **Item No :** 16
Proposed By : Ray Sigafoos **Time Req :** 10
Proposed : 10/7/2019 **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 : Sabbatical Reports From Tara O'Neill, School of Social Sciences. - INFORMATION AND/OR DISCUSSION

Details : Tara O'Neill, School of Social Sciences, was awarded a sabbatical during the Spring 2019 semester, to complete her dissertation and conclude her Ph.D. in general Psychology with an Emphasis in Integrating Technology, Learning, and Psychology. Ms O'Neill's dissertation is entitled: Student Perceptions of Instructor Social Presence in Asynchronous Online Courses.

Tara O'Neill, School of Social Sciences, was awarded a sabbatical during the Spring of 2019 semester to pursue her Ph.D. in general Psychology with an Emphasis in Integrating Technology, Learning, and Psychology in compliance with the Higher Learning Commission's credentialing standards.

Attachments :

Title	Created	Filename
Tara O'Neil's Sabbatical Report Presentation	Oct 21, 2019	Sabbatical Report.pdf



SABBATICAL REPORT

Tara O'Neill

STUDENT PERCEPTIONS OF INSTRUCTOR SOCIAL PRESENCE IN ASYNCHRONOUS ONLINE COURSES

Background

- Transactional distance (psychological distance caused by physical distance) can occur between students and instructors, students and students, students and the content
- Higher levels of transactional distance result in a sense of isolation and disconnect, which may contribute to attrition rates in online courses.
- Researchers have identified that students' perceived distance between themselves and their instructor influences course satisfaction, persistence, and success (Dockter, 2016).

Theoretical Foundations:

- Community of Inquiry Model (Garrison, 2017)
 - Instructor Social Presence (Richardson & Lowenthal, 2017)
- Immediacy (Mehrabian, 1969)
- Transactional Distance (Moore, 1993)



Instructor Social Presence: *How an online instructor creates a human presence and presents themselves as a unique individual in online settings (Garrison et al., 2000).*

Immediacy: *Verbal and non-verbal behaviors instructors can use to create a sense of closeness with students (Mehrabian, 1969).*

Instructor social presence helps online instructors establish a sense of presence whereas instructor immediacy helps online instructors maintain a sense of presence.

A gap in the literature regarding effective instructor social presence and immediacy behaviors from the student perspective exists

(Cutsinger et al., 2018; Marx et al., 2016, Oyarzun et al., 2018, Richardson et al., 2016)

Problem Statement: It is now known what instructor social presence factors and immediacy behaviors students describe as lessening transactional distance in asynchronous online community college courses

Research Questions:

RQ1: What factors related to instructor social presence do students describe as lessening transactional distance in 16-week, asynchronous online general education community college courses?

RQ2: What immediacy behaviors do students identify as most effective in lessening transactional distance in 16-week, asynchronous online general education community college courses?





DATA COLLECTION AND ANALYSIS:

- To gather data on each research question, I will ask all students in select ENG 101, PSY 101 & COMM 100 courses to submit an online open-ended questionnaire and participate in a semi-structured interview.
- Target sample size: 40+ questionnaires, 10-12 interviews.
- Data will be collected spring and/or fall 2020.
- Data will be analyzed using a qualitative methodology and descriptive design.
- Target completion date for dissertation: fall 2020/spring 2021.

WORKS CITED

- Cutsinger, M., Wall, T., & Tapps, T. (2018). Differences of instructor social presence levels in predominately online versus predominately not online courses within the community college setting. *Online Journal of Distance Learning Administration*, 2(21).
- Dockter, J. (2016). The problem of teaching presence in transactional theories of distance education. *Computers and Composition*, 40, 73-86.
- Garrison, D. (2017). *E-learning in the 21st century: A framework for research and practice* (3rd ed.). New York: Routledge.
- Marx, A., Simonsen, J., & Kitchel, T. (2016). Undergraduate student course engagement and the influence of student, contextual, and teacher variables. *Journal of Agricultural Education*, 57(1), 212-228.
- Mehrabian, A. (1969). Some referents and measures of nonverbal behavior. *Behavioral Research Methods and Instrumentation*, 1, 213-217.
- Moore, M. G. (1993). Theory of transactional distance. *Theoretical Principles of Distance Education*, 1, 22-38.
- Oyarzun, B., Baretto, D., & Concklin, S. (2018). Instructor social presence effects of learner social presence, achievement and satisfaction. *Association of Education Communication & Technology*, 62, 625-634.
- Richardson, J., Besser, E., Koehler, A., Lim, J., & Strait, M. (2016). Instructor perception of instructor presence in online learning environments. *International Review of Research in Open and Distributed Learning*, 17(4), 82-99.
- Richardson, J., & Lowenthal, P. (2017). Instructor social presence: Learners' needs and a neglected component of the community of inquiry framework. In *Social presence in online learning: Multiple perspectives, theories, and practices*. Sterling, VA: Stylu.



Presenter : Ray Sigafoos

Start Time : 2:44 PM

Item No : 17

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 10/7/2019

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 the Budget to Actual Monthly Report; Cash Reserves Monthly Report; College Highlights - INFORMATION AND/OR DISCUSSION

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

- Budget to Actual Monthly Report-Attached
- Cash Reserves Monthly Report-Attached

The November 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
Budget to Actual Monthly Report	Oct 28, 2019	Information from the President Budget to Actual Monthly Rpt_Sept in Nov.pdf
Cash Reserves Monthly Report	Oct 28, 2019	Information from the President Cash Reserves Monthly Rpt_Sept in Nov.pdf

Yavapai College
Budget to Actual Status by Fund
September 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 September 30, 2019.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



For the three months ended September 30, 2019, the General Fund has a surplus of \$1,741,000. 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 three months ended September 30, 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 three months ended September 30, 2019, the Unexpended Plant Fund has a deficit of \$917,900 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 September 30, 2019, the Restricted Fund has a small surplus and is expected to be below budget for the fiscal year.

Debt Service Fund

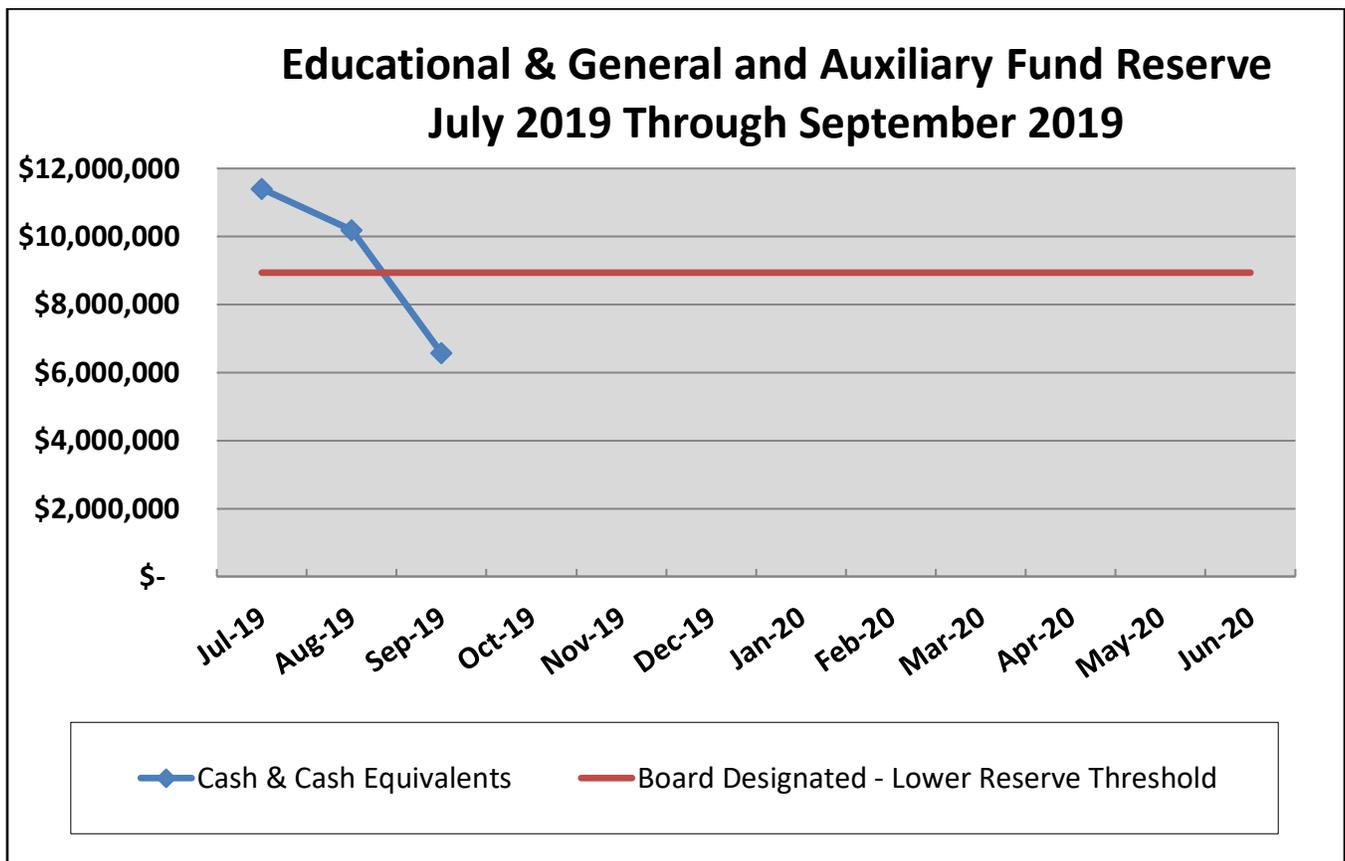


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—for the three months ended September 30, 2019, there were no variances from budget.

Yavapai College Cash Reserves September 2019

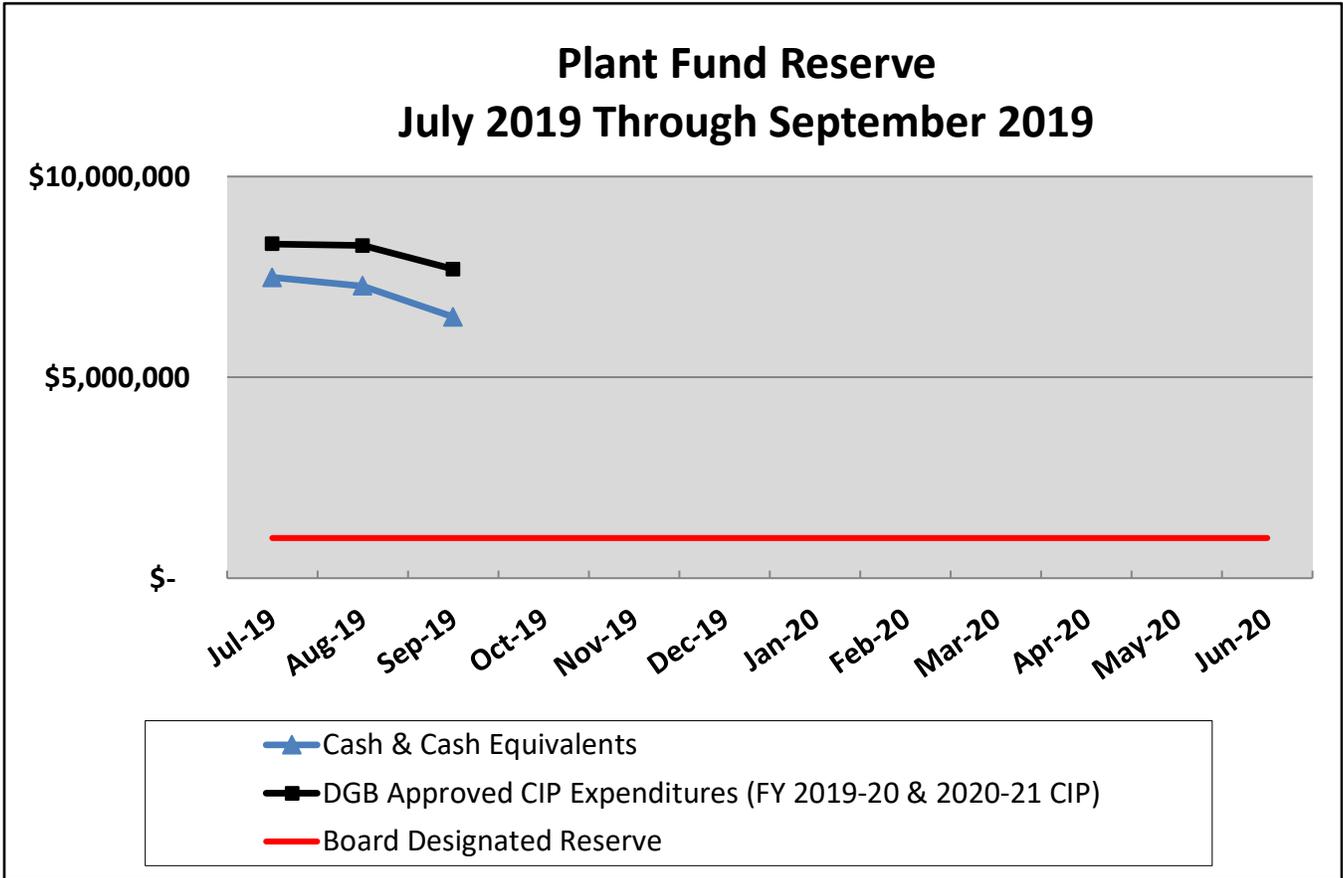
The President's monthly report on cash reserves below displays the District's reserves from July 1, 2019, through September 30, 2019, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



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

During the month of September the Current Fund reserves have temporarily dropped below the DGB's reserve requirements. This dip generally occurs two times per year, September and March, during the months preceding the collection of property taxes by the county. We expect the Current Fund reserves to be above the DGB's threshold by October 31, 2019.



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

For the period July 1, 2019, through September 30, 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-one months of CIP that have been approved by the DGB.

Presenter : Ray Sigafoos

Start Time : 2:54 PM

Item No : 18

Proposed By : Ray Sigafoos

Time Req : 20

Proposed : 10/7/2019

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

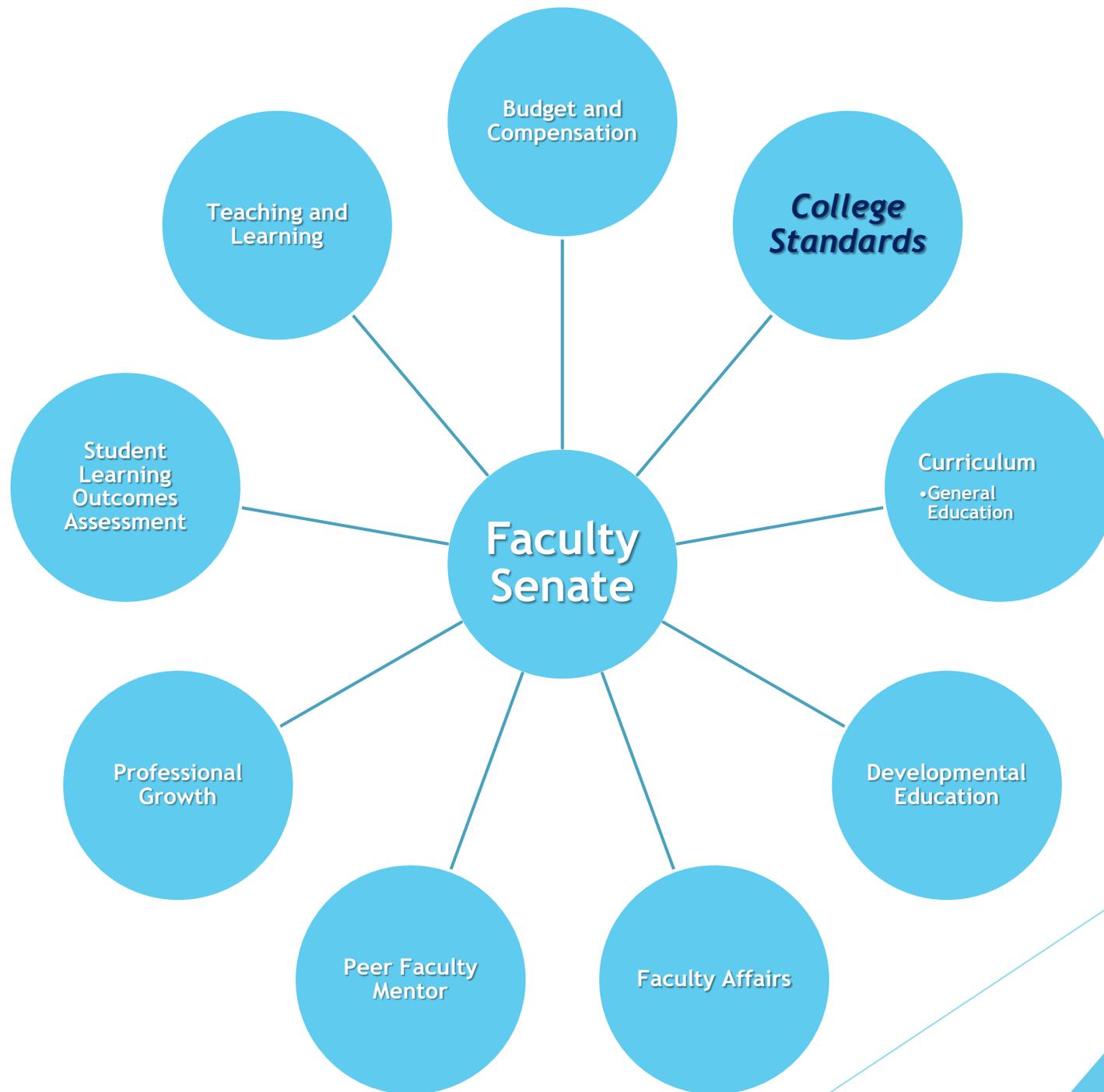
Description : Update from Instruction and Student Development to Include Faculty Senate Update; Student Ambassador Report; - INFORMATION AND/OR DISCUSSION

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

- Faculty Senate Update - Dr. Jennifer Jacobson, Faculty Senate President
- Student Ambassadors - Students: Alex Daniels, Angela Senger, and Taila Wright

Attachments :

Title	Created	Filename
Facility Senate Update_November 2019	Nov 05, 2019	Jennies Presentation to the DGB November 2019 v2 (002).pdf
Student Ambassador Report	Nov 05, 2019	DGB Student Ambassador Report.pdf



College Standards Committee

▶ Faculty Handbook

- ▶ Goal is to finish by May, 2020
- ▶ Professor Keith Haynes (English) is the lead writer
- ▶ The handbook will include information geared toward new full-time faculty:
 - ▶ Assimilate into YC's culture of relationship, learning and service excellence
 - ▶ Understand the expectations of full-time faculty (inside and outside the classroom)
 - ▶ Foresee and forestall student challenges

Yavapai
COLLEGE

Yavapai
COLLEGE

**Roughrider
Ambassadors**

2018-2019



OUR AMBASSADORS

Alejandro Fiffield

Marshall Shoemaker

Taila Wright

Priscilla Imperial

Angela Senger

Alex Daniels

Jordan Thomas

Wade Payne

Celeena Johnson

Madelyn Hart

Bridgette Sypniewski

Meghan Tisdale





Discover, Learn and Connect for SUCCESS.

Mission:

“Student Engagement division cultivates an environment that facilitates student success through learning, discovery, and engagement.”





www.yc.edu/clubs

- Bahai Association
- C.A.S.T. Club
- English Club (*Prescott & Verde*)
- Canyon on Campus
- Flight Club (*Chino Valley*)
- Allied Health Club (*Prescott Valley*)
- Historical Fencing Club (*Verde*)
- I AM YC
- Law Club
- Philosophy and Religion Club
- Film Club
- LGBTQA Club (*Verde*)
- Intersarsity Christian Fellowship Chapter
- Juggling Club
- Latter-day Saints Student Assoc.
- M.A.T.H. Club
- Native American Club
- NAZAEYC
- One 80 Club
- Robotic Club (*CTEC*)
- Rotaract Club
- Rowdy Roughrider Club
- Victor 5 Veterans Club
- YC RecoverySmart Club
- YC Fine Arts Club
- SSS-Trio
- YC Auto Club (*CTEC*)
- YC Canine Club
- Poetry Club





The New “Ruff”

- Brought to life in mascot costume in Fall 2018
- Participated in 100+ events and activities for 2019





EVENTS AND PROGRAMS



Club Rush

Provides students with:

- Club info
- How to start a club
- Engagement opportunity

Monthly Featured Club



TUESDAY, MARCH 5
WEDNESDAY, MARCH 6
12PM-2PM

*Roughrider Courtyard
[between Buildings 3 & 4]*

*Come check out
the YC Clubs!*



Featured Club: Canyon on Campus

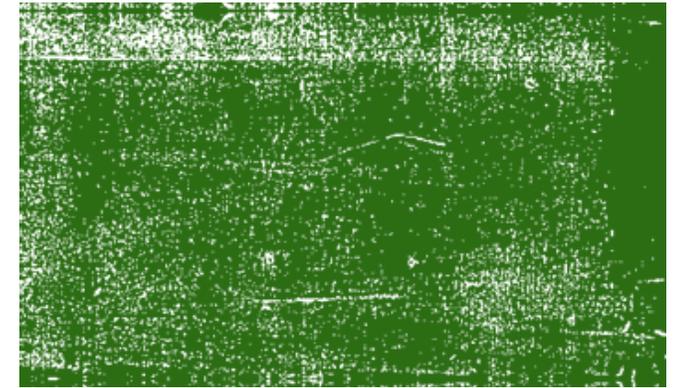
- | | |
|---------------------------------|--------------------------------|
| English Club | One80 Club |
| Robotic Club | Historical Fencing Club Verde |
| Flight Club <i>Chino Valley</i> | Juggling Club |
| M.A.T.H. Club | Law Club |
| Philosophy and Religion Club | LGBTQA Club Verde |
| SSS-TRiO | Native American Club |
| C.A.S.T. Collaborative Arts | Rowdy Roughriders |
| Standing Together | Veteran Connection Club |
| Northern Arizona Film Club | YC RecoverySmart Club |
| at Yavapai College | Occupations Students of |
| YC Visual Arts Club | America HOSA Club Northern |
| NextGen Arizona Club | AZ National Association |
| Rotaract Club | for the Education of Young |
| I AM YC | Children NAZAaC |
| Baha'i Association | College Honors Program CHP |
| Canyon on Campus | Phi Theta Kappa PTK |
| Delta Tri Alpha Club | Student Leadership Council SLC |
| Intervarsity Christian | Student Nurses Assoc Prescott |
| Fellowship Chapter | Student Nurses Assoc Verde |
| Latter-day Saint Student | |
| Association | |

Spirit Days

- Pep Rally Walk to Ken Lindley
- BBQ in the Roughrider Circle
- YC Women's Volleyball Game

Movie Nights

- 2 movies each semester (Prescott and Verde)
- Kicked off with Spongebob in the pool with 120+ people in attendance



ROUGH RIDER Spirit Days

Thursday September 20
5:30pm
Pep Rally Walk to Ken Lindley Field
Meet at the Roughrider Circle

6pm
Soccer Game
Roughriders vs. Pima

Friday September 21
5pm
Concert and BBQ
Roughrider Circle between Buildings 2 & 19

7pm
Volleyball Game
Walraven Gym
First 200 guests receive free YC swag

SEPT 20 & 21

SPIRIT DOOR COMPETITION
Faculty, Staff and YC Residents Challenge

- Show the most YC SPIRIT and creativity through your door decorating skills to obtain special prizes or the Spirit TROPHY!
- Judging Begins on Monday, September 17
- Winners Announced at Friday Night Volleyball Game

YC GREEN AND GOLD
Campus Wide Competition

- Represent with your GREEN and GOLD apparel
- Take a SPIRIT filled picture with cameras placed around campus
- Top pictures will receive prizes



Club Activities

- One of our biggest priorities was to help support various student groups with their events throughout the year
 - Native American Month
 - Trick or Treat so Others can Eat
 - Town Hall
 - Brave the Games
 - Chalk for Change



Native American Heritage Month

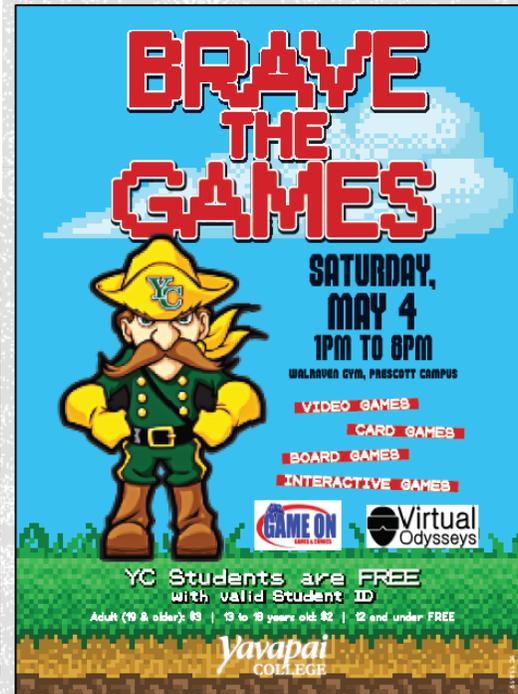
A time to celebrate rich and diverse cultures, traditions, and histories and to pay homage to the important and numerous contributions of Native American people.

Sponsored by the YC Native American Club

Tues. Nov 13
Thank-you/appreciation cards delivered to Veterans

Thurs. Nov 8
Featured Club @ Club RUSH, Navajo Taco Sale 5:30pm to 7pm, 19-147

Thurs. Nov 15
Dodgeball Tournament 8pm to 11pm in the Walraven Gym building 2



BRAVE THE GAMES

SATURDAY, MAY 4
1PM TO 8PM
WALRAVEN GYM, PRESCOTT CAMPUS

VIDEO GAMES
CARD GAMES
BOARD GAMES
INTERACTIVE GAMES

GAME ON
Virtual Odysseys

YC Students are FREE with valid Student ID
Adult (19 & older): \$3 | 13 to 18 years old: \$2 | 12 and under FREE

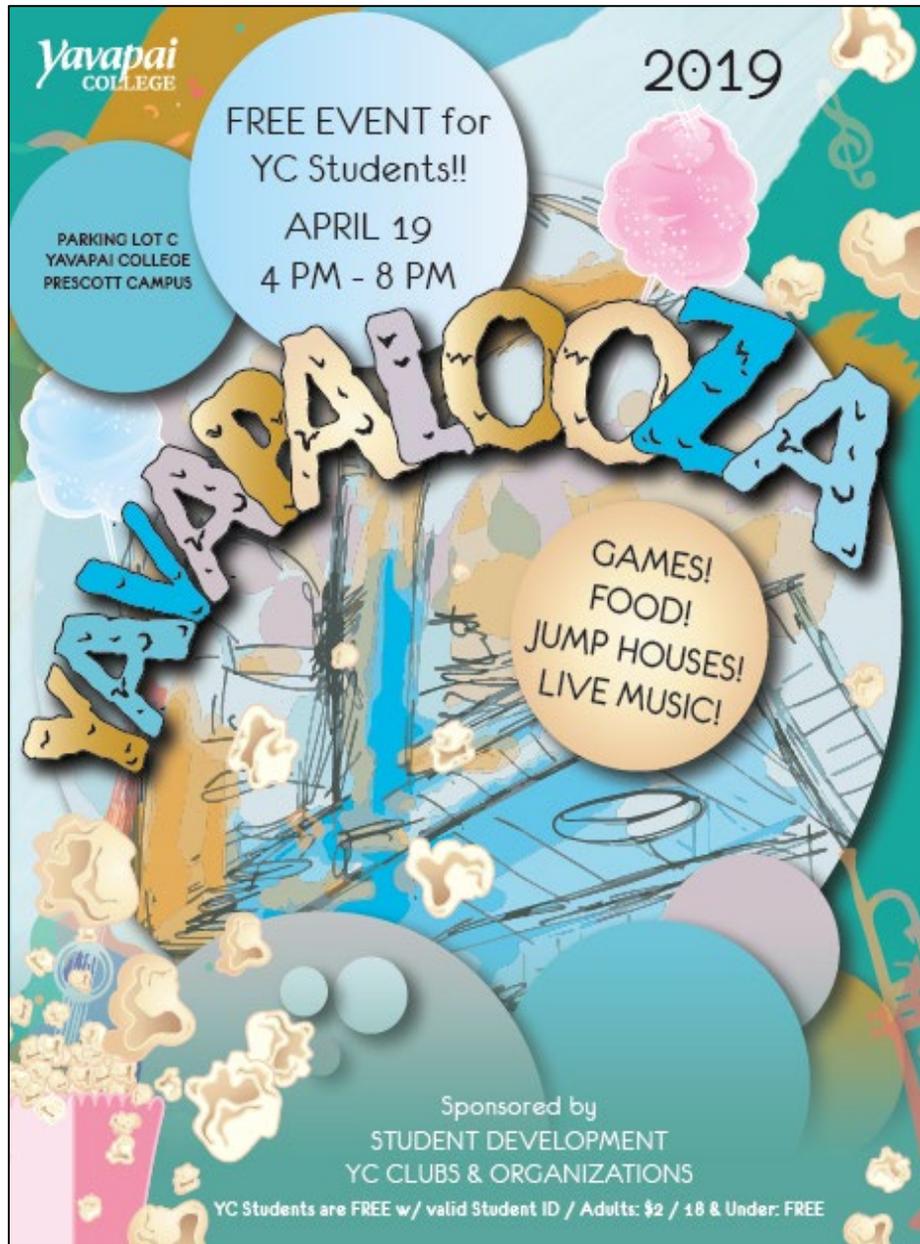
Yavapai COLLEGE



Open Gym Night

- Roughrider Ambassadors partnered up with Residence Life to showcase open gym two nights a week.
- Attendance ranged from 35 to 50 per night, totaling at 1062 for the 2018-2019 academic year.





YAVAPALOOZA

- Largest student driven event
- 32 carnival games, 5 bouncy houses, 12 food vendors/trucks, two local bands and TONS of FUN
- Over 881 guests and 157+ volunteers



Verde Valley Campus



ROUGH RIDER Club RUSH
YAVAPAI COLLEGE VERDE VALLEY CAMPUS

Celebrate and Explore
Black History Month
TUESDAY, FEBRUARY 5 & WEDNESDAY, FEBRUARY 6
10AM-2PM IN BUILDING M-137

SCIENCE
Respected African American inventor Otis Boykin, owned 26 patents the most famous being the pacemaker, responsible for saving millions of lives daily and changing the world.

INSPIRATION
From Martin Luther King Jr., to Rosa Parks, Malcolm X, Barack Obama, Oprah, Colin K., Maya Angelou, to Mary Jackson and Thurgood Marshall there have been some of the most inspirational and life changing movements led by African Americans.

MUSIC
In 2018, multi-award winning rapper Kendrick Lamar won the first Pulitzer Prize in history for a hip hop album. His achievement was paved by the hard work of such artists as Duke Ellington, Billie Holiday and Nat King Cole who sang their way through topics of social injustice.

FEATURING: ENGLISH CLUB PRESENTING WORKS BY FAMOUS AFRICAN AMERICAN AUTHORS

www.yc.edu/clubs | **Yavapai COLLEGE**
601 Black Hills Dr, Clarkdale AZ

OVER 2 MILLION COLLEGE STUDENTS WILL BE SEXUALLY ASSAULTED IN AMERICA THIS YEAR.
1 in 4 females. 1 in 16 males.

#BREAKTHESILENCE

Please join us at this community and student event to learn about, and discuss, the realities of sexual assault in America, featuring:

- Presenters from the Yavapai College Campus Police
- Resources through Arizona advocate services
- A preview of "The Bystander Moment", which explores ways we can help transform rape culture at its roots.
- Q&A with violence prevention professionals.

Wednesday, April 3rd, 2019
Yavapai College Verde Valley Campus
Building M Room 137
12-4pm
601 Black Hills Dr. Clarkdale

for more details, contact: carolyn.heath@yc.edu




YAVAPAI COLLEGE PRESENTS
ROUGH RIDER EVENTS
VERDE CAMPUS / FALL 2018

- SEP 4-5 9AM TO 2PM
- SEP 19 SEP 20 ROUGH RIDER CLUB RUSH & RESOURCE DAYS
- SPRIT DAYS
- OCT 10 6PM ROUGH RIDER MOVIE NIGHT
- 50th ANNIVERSARY CELEBRATION
- OCT 20 8AM TO 8PM

LOOK FOR INDIVIDUAL EVENT FLYERS FOR MORE INFORMATION AS WE GET CLOSER TO THE EVENT DATE. FOR MORE INFO VISIT: WWW.YC.EDU/CALENDAR

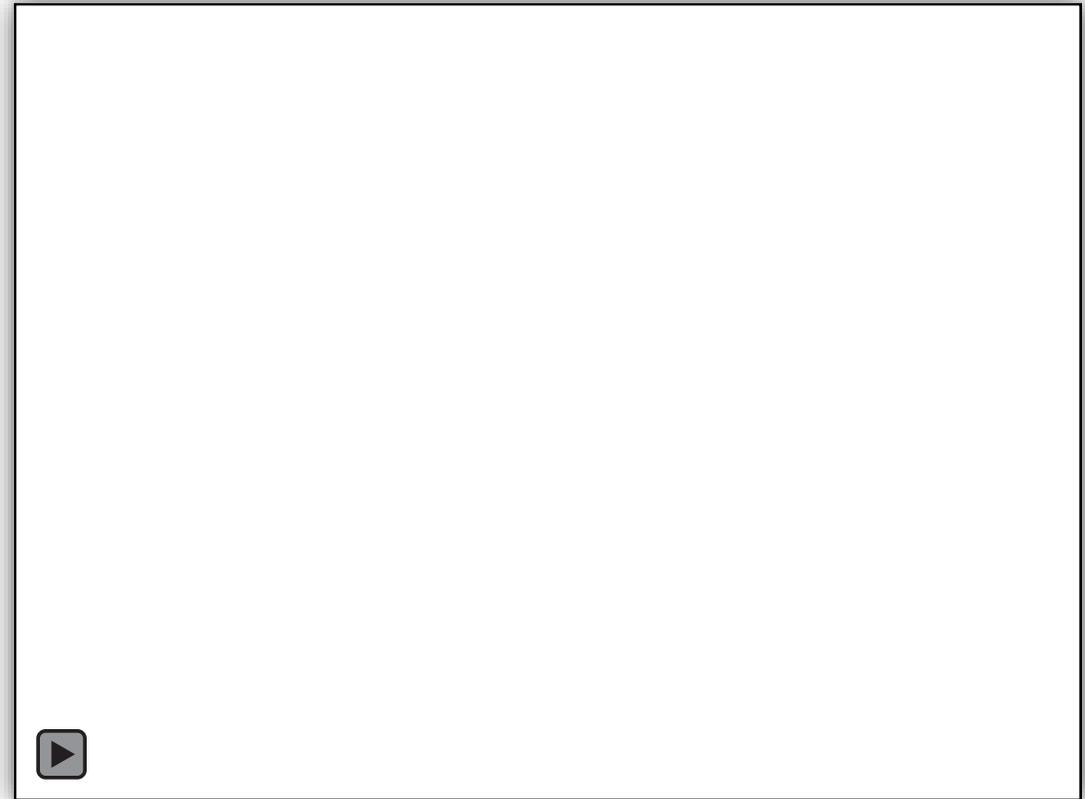


Yavapai COLLEGE

- Engagement Representative
- Over 300 students & guests

Happy Birthday YC Students

- Kicked the Monthly Birthday Wish off in 2018-2019
- Animated Birthday Card
- Emailed on Birth Month





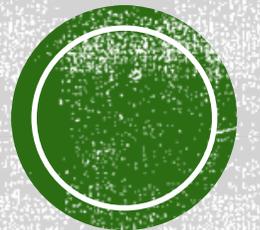
YC Food Pantry

- YCFP Verde Valley Campus Ribbon Cutting Ceremony – April 26th, 2019
- Fed over 3558 meals to YC students and their families





Current Projects



Alexa @ YC



- Answer Common Questions Students Have
- Provide a Different Means of Q&A
- One of the first Community College's in the Nation to Implement

*Just Say
"Alexa ask Ruff"*

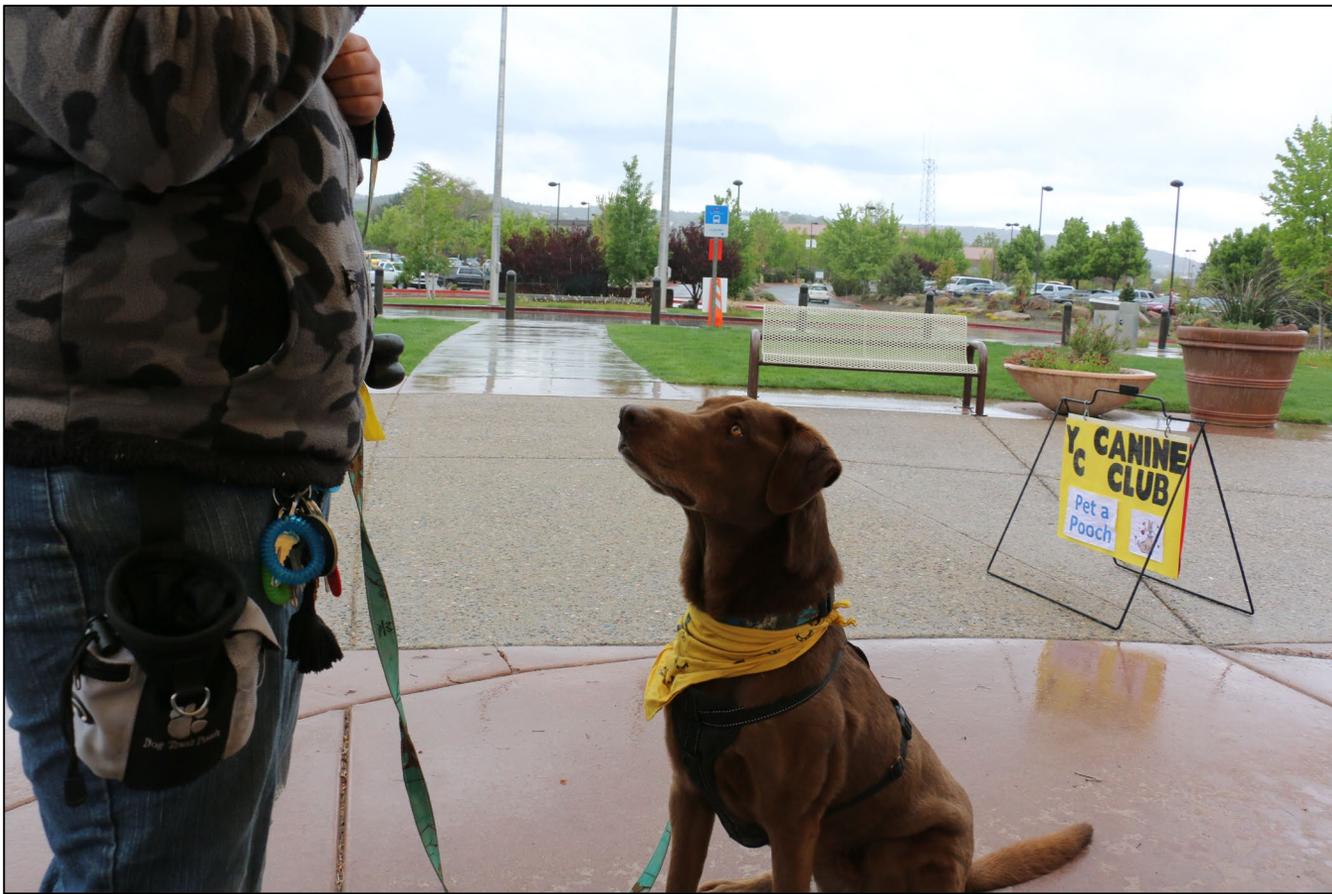




- <https://youtu.be/yXnGYdHecUc>



Questions





Thank you



Presenter : Ray Sigafoos

Start Time : 3:14 PM

Item No : 19

Proposed By : Ray Sigafoos

Time Req : 10

Proposed : 10/7/2019

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 : 3:24 PM

Item No : 20

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 10/7/2019

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 REPORTS (CONTINUED) - HEADING

Details :

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 3:24 PM

Item No : 21

Proposed By : Ray Sigafoos

Time Req : 5

Proposed : 10/7/2019

Item Type : Monitoring & Decision

Policy No.	Description	Ref No
1	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.	738122

Description : Receipt of the President's Monitoring Report - Ends Statement 1 - MONITORING, DISCUSSION, AND/OR DECISION

Details : 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.

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 1 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.

2. If Board intends to not accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 1 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 1. I move that the President provide the Board with a new Monitoring Report for Policy 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 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. I move that the President provide the Board with a new Monitoring Report for Policy 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
Ends Report	Oct 28, 2019	Ends report 1 11-2019.pdf
Compilation Report 1	Nov 05, 2019	1 Compilation.pdf

**President's Preliminary Monitoring Report
End Statement 1.0 Ends
November 2019**

End Statement:

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.

Interpretation: Yavapai College provides all residents of Yavapai County quality education and training which maintains and strengthens our economic base. We provide such preparation by efficiently utilizing our revenue sources including keeping tuition prices affordable.

Supporting Evidence:

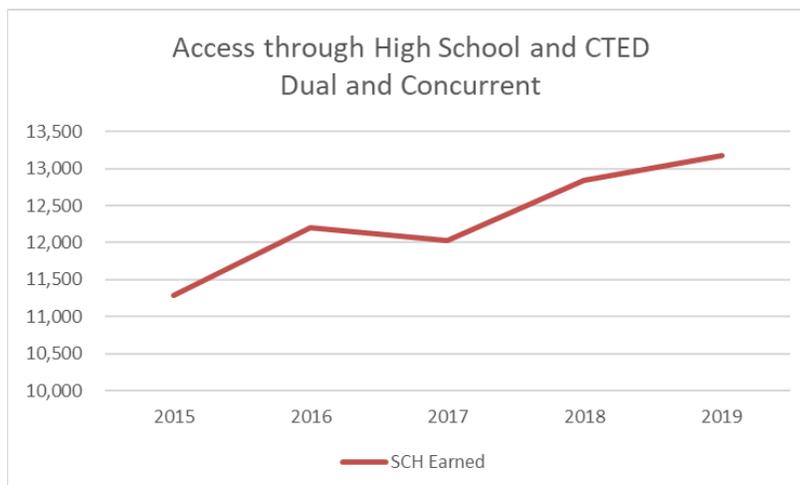
Yavapai College fulfills this overarching End primarily through 1.1 Education, 1.2 Economic, and 1.3 Community Ends. Please see those Monitoring Reports for the details.

Access:

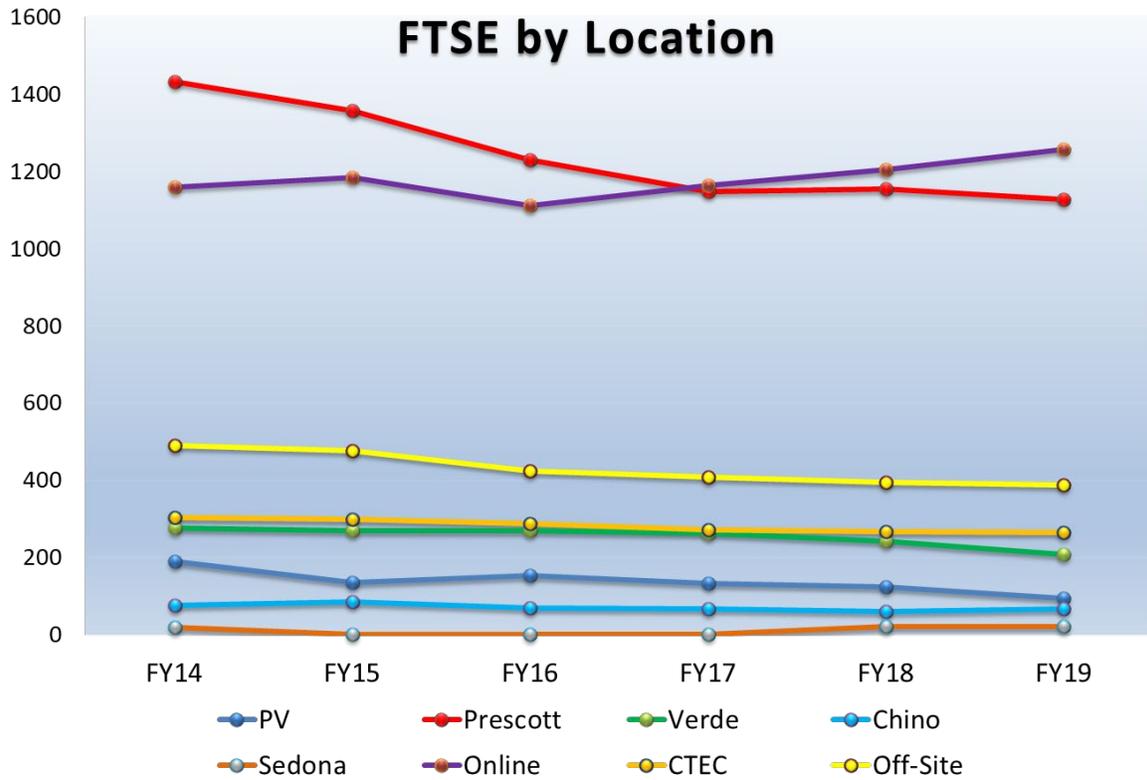
Due to the size and density of our service district, Yavapai College provides access to our services through a combination of physical and technological resources, as well as through affordable pricing.

Yavapai College operates two full-service campuses, one in Prescott and one in Clarkdale, providing access to educational access to residents in the two main population centers in Yavapai County. The College also operates four Centers, providing easier access to general education and non-credit classes. Each Center offers some specialized Career Technical Education including Sedona (Culinary & Hospitality), Prescott Valley (Allied Health), Chino Valley (Agriculture and High Voltage), and the Career Technical Education Center (Trades, Aviation, Advanced Manufacturing).

The College has a longstanding tradition of offering dual credit coursework in the high schools, allowing high school students to earn general education College credits as they earn their diploma. Likewise, through partnerships with the two Yavapai County Career Technical Education Districts, the College enable students to earn College credits in career technical education as they fulfill their high school class requirements. In FY19, high school students earned roughly 13,000 student credit hours (SCH). All of the coursework was either provided for a deep discount or was paid for by the JTEDs—a total annual scholarship value of approximately \$1.200,000.

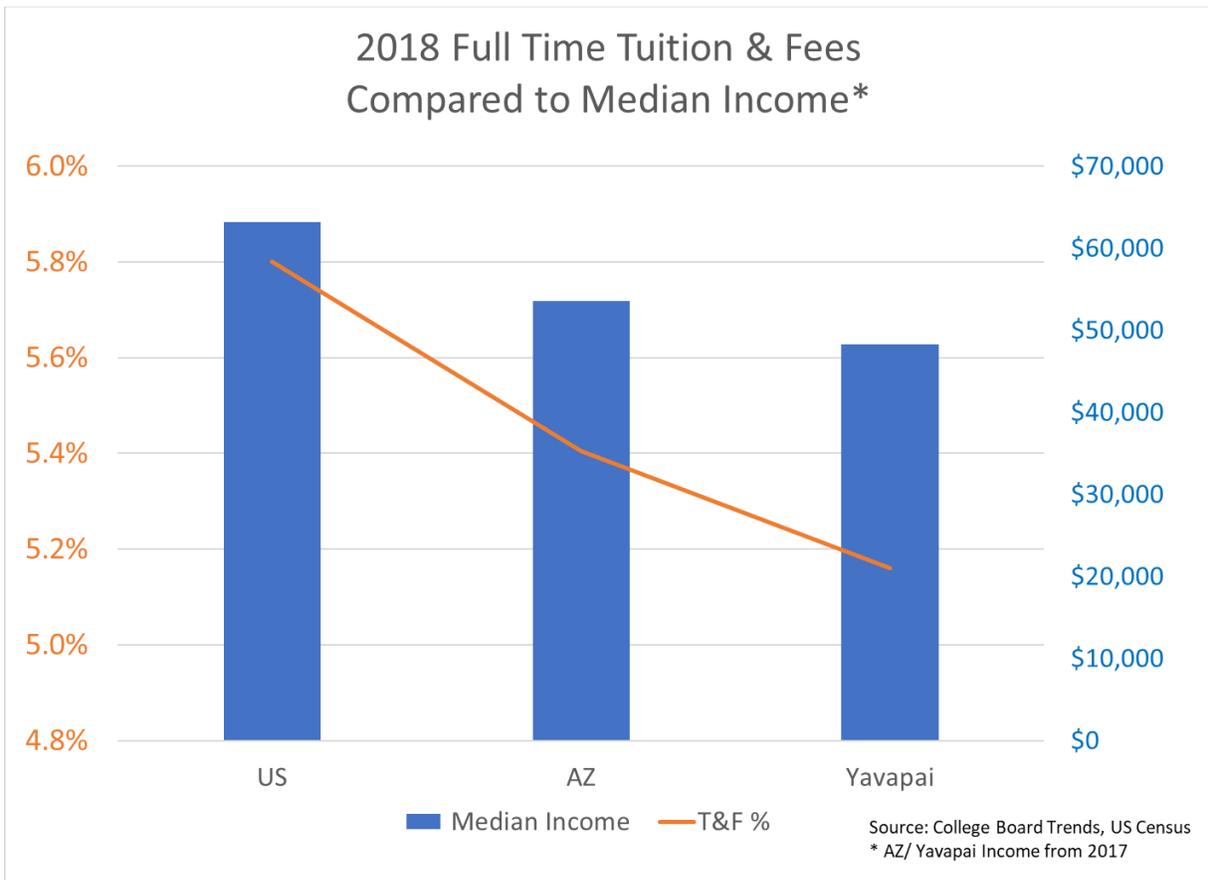


To further enhance Access, the College has developed several online courses and has been authorized by the Higher Learning Commission to offer entire programs via online. As of FY19, roughly 36% of Yavapai College coursework is taken online from locations throughout the county and beyond. Along similar lines, the College has partnered with local libraries to create Remote Learning Centers in Ashfork, Camp Verde, Spring Valley, and Yarnell to provide personal computers that community members can borrow at the library to participate in online College coursework as well as GED.



Finally, the College purposefully sets pricing to remain affordable and accessible. We do this by making sure that our baseline tuition for full time students consumes a smaller portion of household income than at other community college locations across the nation. As you can see from the following graph, attending community college full time would consume 5.8% of the average household income nationally, an average of 5.4% of household income in AZ, and only 5.2% in Yavapai County.

Yavapai College further enhances accessibility through YC Foundation scholarships, full-time student discounts, senior citizen discounts and the YC Promise program which provides tuition rebates to recent high school graduates when they finish their college degree on time.

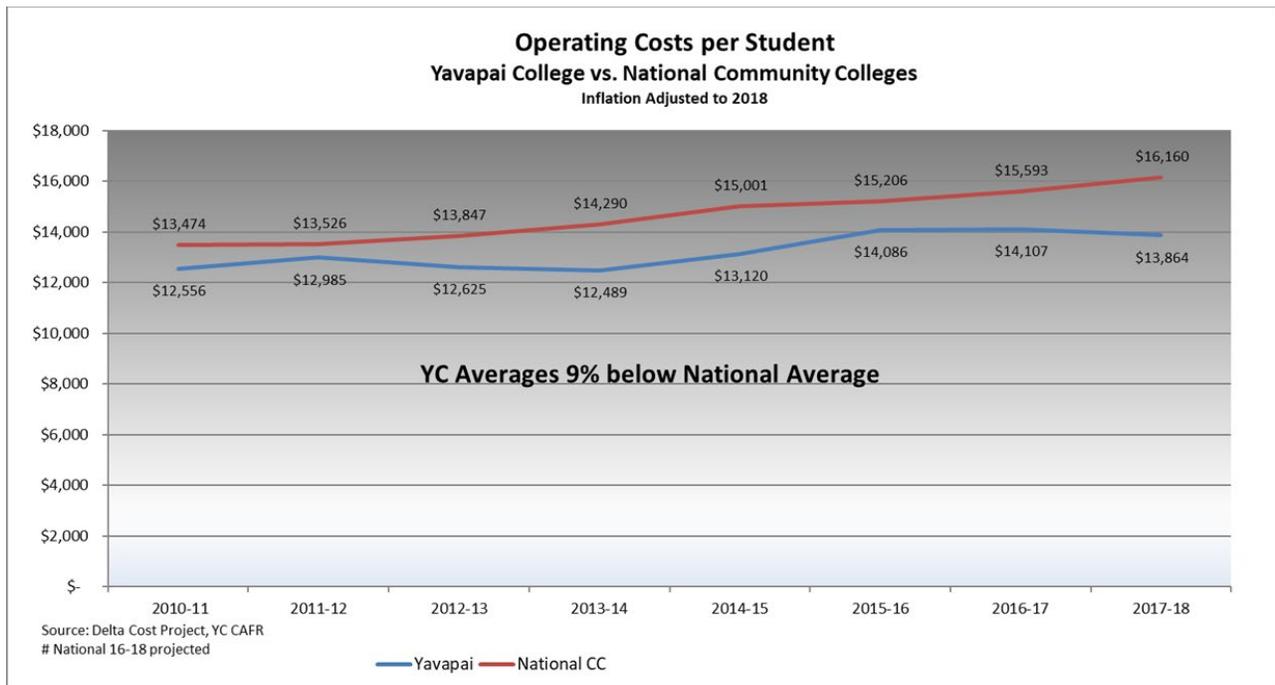


Costs:

In terms of justifiable costs, we monitor and manage both operating and capital expenses.

We strive to be within 10% of the national community College average operating costs per full time student equivalent (including Instruction, Student Services, Academic Support, Institutional Support, Facilities, Auxiliaries, and Public Service). This range acknowledges that Yavapai provides some unique services (Regional Economic Development Center, Performing Arts Center, Southwest Wine Center, Sedona Culinary Arts Institute, relatively large non-credit portfolio, high proportion of career technical education, etc.).

Using the most recent national data available from the Delta Cost Study, Yavapai College’s Operating Costs are below the national average.



Another way we efficiently utilize our revenue sources is by being good fiscal stewards of our capital expenditures. For capital expenses, Yavapai College monitors our Net Asset Value (NAV) score, which takes a 10 year look ahead at the investments needed in facilities and capital equipment, as well as the modernization of those same building systems.

$$\text{Net Asset Value} = \frac{(\text{Current Replacement Value} - \text{Total Asset Reinvestment Need})}{\text{Current Replacement Value}}$$

Yavapai College’s estimated Net Asset Value score was 87% in 2017, and 89% in 2018 reflecting we are in the top quartile of best-maintained colleges in the country according to Sightlines, our facilities maintenance consultant who works with several hundred institutions of higher education across the country. With the DGB’s annual budget approval, we continue to reinvest in our capital assets, extending their useful life while lowering the Total Cost of Ownership for our stakeholders.

We will continue to seek DGB approval for all other capital projects to ensure these investments are aligned with changing community needs.

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.

Compilation - November 2019

1 Ends Statement	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.	
Interpretation: Yavapai College provides all residents of Yavapai County quality education and training which maintains and strengthens our economic base. We provide such preparation by efficiently utilizing our revenue sources including keeping tuition costs affordable.		
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with the Ends policy?	YES 4	NO 1
Based upon your review of the monitoring report, should this Ends policy be amended?	YES	NO 5
<p>Comments/Remarks:</p> <p>Chevalier: I recognize that our current President is working hard to improve the educational inequities between the east side on the county and the west side and it will take some some to do it. My comment is therefore not intended as a criticism but to reflect the current state of affairs.</p> <p>Irwin: I did not see a focus on two largest FTES population. I am also concern that major programs have been re-homed to different campuses and the historical data may not indicate future results.</p> <p>Sigafoos: The compilation of the previous 1.x reports supports my conclusions.</p>		

SHADED ITEMS should be discussed at the meeting.

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

Presenter : Ray Sigafoos

Start Time : 3:29 PM

Item No : 22

Proposed By : Ray Sigafoos

Time Req : 5

Proposed : 10/7/2019

Item Type : Monitoring & Decision

Policy No.	Description	Ref No
1	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.	738122
1.2	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.	669552

Description : Receipt of President's Monitoring Report - Ends Statement - 1.2 Economic Ends - MONITORING, DISCUSSION, AND/OR DECISION

Details : 1 Ends

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment. The College will achieve these results at a justifiable cost.

1.2 Economic Ends

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

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 1.2, 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 1.2.

2. If Board intends to not accept Monitoring Report:

Interpretation: We have read the President's Monitoring Report regarding Policy 1.2 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 1.2. I move that the President provide the Board with a new Monitoring Report for Policy 1.2 [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 1.2 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 1.2. I move that the President provide the Board with a new Monitoring Report for Policy 1.2 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
1.2 Ends Report	Oct 30, 2019	End Statement 1.2 Economic Ends.pdf
1.2 Compilation Report	Nov 05, 2019	1.2 Compilation.pdf

**President's Monitoring Report
End Statement 1.2 Economic Ends
Fiscal Year 2019**

End Statement:

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

President's Interpretation:

1.2 Yavapai College actively engages with economic development authorities throughout Yavapai County. The goal is to identify and develop opportunities for partnership that support job creation and opportunity for upward social and economic mobility for individuals seeking employment. The College works with industry to provide workforce training for entry level workers and training for incumbent workers in need of upskilling.

We will know we are compliant when

- The Small Business Development Centers are growing business opportunities in our community
- Job seekers attending YC Community Job Fairs are successfully placed
- Yavapai College continues to grow workforce training opportunities for industry partners

Supporting Evidence:

Yavapai College (YC) continues to support and lead economic development efforts in Yavapai County through the exceptional programs and services led by the Regional Economic Development Center (REDC) in partnership with College Divisions of Academic Instruction, Institutional Effectiveness and Research, and Student Development. The College's collective efforts are led by the 2015-2020 Strategic Plan (see below) and directly sustained by the Strategic Initiative "Economic Responsiveness" which promotes economic impact, workforce training, and job placement. The following information provides evidence of the College's advancement towards End Statement 1.2.



ECONOMIC IMPACT

The Regional Economic Development Center



In its seventh year of operation, the Regional Economic Development Center (REDC) leads the College's economic development efforts through an innovative approach that meets the challenging rural economic landscape. The REDC acts as the ambassador for non-academic programs and central repository for all the assets of the College to the community. The REDC advances economic development throughout the County by providing regional economic data, impact, and policy analysis; workforce training; counseling for business creation and expansion; entrepreneurial educational services; and promoting regional partner collaboration to leverage resources and increase capacity.

business creation and expansion; entrepreneurial educational services; and promoting regional partner collaboration to leverage resources and increase capacity.

Rural Economic Prosperity Initiatives

Recognizing the critical role that our institution plays as the economic development driver for our rural area, and successful work completed in the last 5 years, REDC has launched an important expansion of the College's economic responsiveness. This expansion is in response to the USDA Task Force on Rural Prosperity Initiatives to achieve e-connectivity, promote economic development, support workforce,

harness technology innovation, improve quality of life in Rural America, and to provide world-class resources to build sustainable and robust economic health (see link below). These initiatives align effortlessly with our institutional mission to support economic development, with an emphasis on generating and sustaining economic base jobs within our rural community. This expansion work has begun with the creation of a proposed business plan that will foster partnerships with the State of Arizona, the USDA, as well as private sponsors.



Regional Economic Education and Collaboration

Yavapai County Economic Leadership Summit: Regional Economic Collaboration is a catalyst for economic growth and unified front to create a sustainable economy. Identifying mutual economic policy and leveraging resources is a key element in delivering economic initiatives and promoting inclusive growth. In addressing this challenge, REDC hosted over 90 community leaders (business, academic, and political) for a countywide Economic Leadership Summit that identified common challenges and purpose. Five focus groups moved forward with the initiative to produce the 2019 Yavapai County Economic Development Partnership Blueprint. The Blueprint has been embraced by community leaders and continues cooperative efforts to address housing, transportation, workforce, funding, and regional alliance.

Partnerships: In order to promote collaborative efforts for regional growth, the REDC actively engages and participates with several Economic Development Organizations:

- Arizona Commerce Authority
- Arizona Association of Economic Development
- Arizona Israel Technology Alliance
- Arizona Technology Council
- Greater Prescott Regional Economic Partnership (dormant)
- Northern Arizona Technology Alliance
- Prescott Valley Economic Development Foundation
- Verde Valley Regional Economic Organization
- United States Department of Agriculture

Economic Impact Analysis

In FY2019, REDC produced and delivered data research, collection, interpretation, and analysis of regional economic impact and trends. These analyses supported community and business leaders through data-driven decision-making that promotes strong economic development strategies and leverages sustainable growth.

Pro bono

Camp Verde	Economic Overview
	Community Profile
Chino Valley	Economic Overview
	Community Profile
	Multi Community Economic Overview
Prescott Valley	CTE Degree & Programs with student outcomes and completion rates
	Industry Overview
Sedona	Economic Overview
	Community Profile
Yavapai County	Commuter Patterns for all communities
	Economic Overview

For Fee

Camp Verde	Economic Impact Study
Sedona	Tourism Impact Study
	Custom Research (Area enrollment, programs, and employers)

Sustainability

The REDC continues tracking toward sustainability with key steps of understanding economic needs and challenges, providing applicable information, reacting to change, and generating revenue and grant funding opportunities. This year, our team actively engaged in professional development opportunities and education, shared important education through presentations and workshops, received grant funding from the U.S. Department of Agriculture and Arizona Commerce Authority; in addition to generating revenue through data analysis and custom training for businesses.

Economic Development Events & Outreach

Strong and positively engaged communities are key to successful regional ventures. The REDC fosters community connection with the wider public to recruit their support in learning the value of economic development and to build trust and relationships that create a place of economic opportunity. Below are the REDC outreach activities:

Job Fairs conducted in partnership with local chapters of the Chamber of Commerce and other community partners. Locations included:

- Sedona
- Prescott Valley
- Chino Valley
- Prescott
- Verde Valley
- Yavapai Justice Center
- Camp Verde



**Future Leaders Town Hall in Prescott
Criminal Justice in Arizona**

The Town Hall is a private nonprofit corporation for the purpose of creating solutions to critical policy issues facing Arizona, with much of the success lies in the process respecting the knowledge, thoughts, and ideas of all the participants.

City/Town Councils and Board of Supervisor

- Camp Verde
- Chino Valley
- Cottonwood
- Prescott
- Prescott Valley
- Sedona
- Yavapai County



Chamber Events and Mixers

- Quad City
- Verde Valley





Arizona SBDC All Hands

Conferences



You Can Do Business with Yavapai College



Yavapai County Economic Leadership Summit

Over 90 Community Leaders focusing on:

- Workforce
- Housing
- Transportation
- Funding
- Collaboration



Presentations

- 13th Annual Rural Policy Forum
- Mayorial Symposium Northern Arizona AAED
- Opportunity Zones
- Freeport McMoRan Leadership Retreat
- Prescott Valley Economic Development Foundation

Appearances and Publications

- 19 Radio/TV/Podcast
- SBDC Newsletters
- Workforce Reports
- Prescott Living (see link on right pg. 42)
- City of Prescott Economic (see link on right pg. 36)



WORKFORCE TRAINING

The Skilled Trades Center

Verde Valley Career and Technical Education: President Rhine's initiative for the new Skilled Trades Center on the Verde Valley Campus is underway. The Skilled Trades Center is a strategic plan to expand Career and Technical Education for East Yavapai County. A 23-member Task Force has been convened to review current economic, educational, and workforce data, as well as provide design recommendations

for academic programming. The College is working with Camp Verde, Mingus, and Sedona School Districts, Valley Academy of Career and Technology Education, Yavapai-Apache Nation, and several business leaders to identify current and future CTE needs. Work will continue this year and The Skilled Trades Center is expected to be completed in Spring 2020.

Workforce Training and Development

Workshops: In addition to the 14 SBDC Workshops listed below, the REDC provided business owners and startups with business training by hosting the *You Can Do Business with YC (And Beyond) Conference, Paid Sick Time Lunch N' Learn, Home Office Lunch N' Learn* and partnered to present *Verde Valley Shark Tank Pitch Competition*, a workshop series.



SBDC-Workshop-Series-Pioneer-Pitch-Ev

Custom Training: REDC renewed our partnership with the Osher Life-Long Learning Division and the School of Business – The Fast Track Management Program to provide the following custom training sessions.

- The Central Arizona Fire and Medical Senior Leadership Academy. A 6-month program providing professional competencies, leadership, collaboration, innovation, communication, etc. Twenty people, from around the state, attended this successful program and currently planning a second program.
- Drake Cement Supervisor Training. An 8-week program targeted for Drake employees in a supervisory role. The eight week of classes provided learning outcomes of decision making, human resource management processes, and motivational leadership.

Small Business Development Center (SBDC)



The Small Business Development Center staff is comprised of the Director and four business analysts: a full-time analyst serving the Verde Valley, and three part-time business analysts serving the Quad Cities Area as well as the Verde Valley. The SBDC is a grant-funded program through the U.S. Small Business Administration for which Yavapai College provides matching cash funds.

The SBDC provides one-on-one, confidential counseling, a variety of free and low-cost workshops, and access to business tools and resources to assist business owners district wide. The SBDC provides counseling from the Prescott Valley Center (our primary location), Verde Valley Campus, Sedona Center, Camp Verde Economic Development offices, Camp Verde Library, and the Prescott Campus.

FY 2019 SBDC workshop topics included:

- Understanding Cashflow
- QuickBooks Financial Statements and reporting
- Facebook for Business
- Marketing with Social Media
- Using Instagram as a marketing tool
- Business Plan Writing Series (SCORE partnership)
- Moonshot Pioneer Pitch workshop series and main event in Verde Valley
- Introduction to QuickBooks desktop and online
- Doing Business with the Government
- Cooperative Business Structures vs. LLCs and Corporations
- Employment Law workshop
- Local Marketing Tips (partnership with Sedona Economic Development)

- Veterans Matchmaking Event
- Veterans Boots to Business Reboot

The Yavapai College SBDC received the 2018 Arizona Center of Excellence award for exceeding all goals. This award highlights the positive and lasting impact the SBDC Team has made in our Region and Arizona. In addition, our SBDC client Superstition Meadery, was honored with three awards for small business success: The Master Success Award for the state of Arizona, the SBA Small Business of the Year award for the State of Arizona, and the SBA National Small Business of the Year.

In June 2019, Yavapai College and the Yavapai SBDC hosted The All Hands, a two-day state event, sponsored by the Arizona SBDC network. This twice a year event provides all 10 state SBDC centers and their staff, more than 60 people attended, with professional development training, networking, and recognition awards.

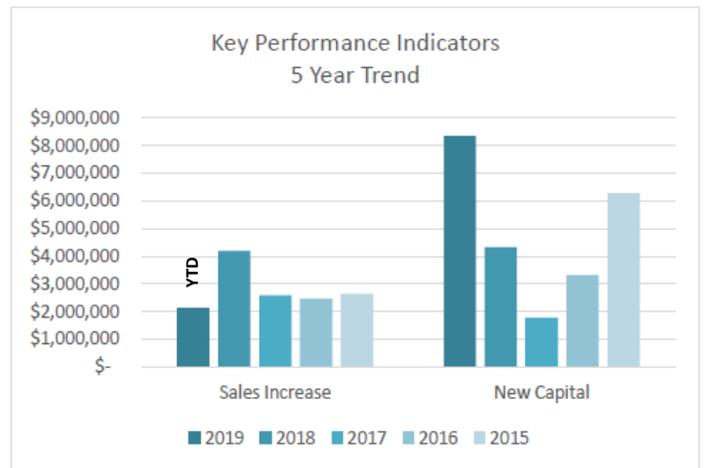
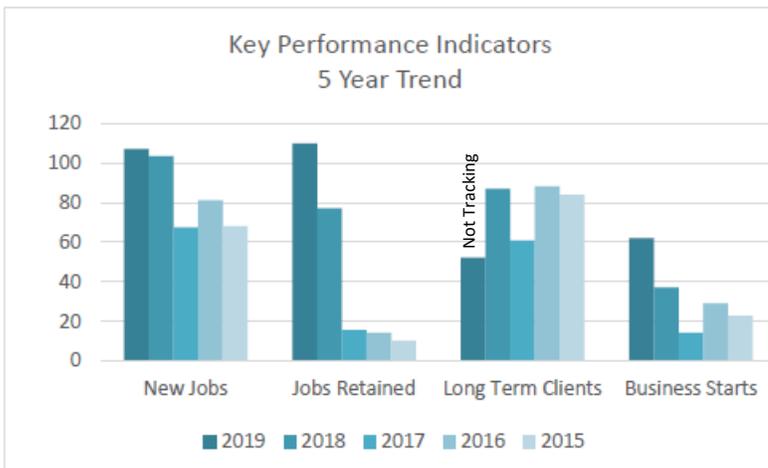
Additionally, the Yavapai SBDC Team accomplished several professional goals, adding a certified QuickBooks Pro, Certified Business Advisor for completing more than 60 hours of training, and completion of the Verde Valley Leadership Academy. Our Program Specialist was recognized by the Arizona SBDC for outstanding administrative and support services.

In 2018 SBDC at Yavapai College was accredited by the Small Business Administration with no finding. This is a 5-year accreditation. Additionally, earlier this year, the Arizona SBDC network formalized an agreement with the Arizona Commerce Authority to expand the free and low cost tools and resource offered to our rural communities.

Key Performance Indicators – SBDC

	This Year				Last Year			2 Years Ago			3 Years Ago			4 Years Ago		
	2019 (Jan-Sept)				2018			2017			2016			2015		
	Actual	Goal	Status%	Status	Actual	Goal	Status	Actual	Goal	Status	Actual	Goal	Status	Actual	Goal	Status
New Jobs	108	120	89%	0	103.5	85	1	67.5	85	0	81	72	1	68	75	0
Jobs Retained	110	55	200%	1	77	15	1	15.5	15	1	14	18	0	10	20	0
Sales Increase	\$ 2,141,000	\$3.5M	61%	0	\$ 4,190,196	\$3.2M	1	\$ 2,583,098	\$3.2M	0	\$ 2,470,352	\$3.2M	0	\$ 2,648,050	\$3.36M	0
New Capital	\$ 8,490,140	\$6.0M	141%	1	\$ 4,327,483	\$3.6M	1	\$ 1,788,945	\$3.6M	0	\$ 3,324,000	\$3.55M	0	\$ 6,273,728	\$3.5M	1
Long Term Clients	55	*		1	87	85	1	61	85	0	88	80	1	84	80	1
Business Starts	64	40	160%	1	37	30	1	14	25	0	29	20	1	23	20	1

* No longer tracking



JOB PLACEMENT

Job Fairs: REDC provided employment opportunities and workforce recruitment by organizing 6 Job Fairs and an Internship Conference throughout the county with community partners: Arizona at Work; Goodwill of Central and Northern AZ; the Northern Arizona Council of Governments, the Arizona Department of Economic Services Vocational Rehab; the U.S. Department of Veterans Affairs and the chambers of commerce from Prescott, Prescott Valley, Camp Verde, Cottonwood and Sedona. These effective hiring events drew more than 280 employers and over 1100 job seekers.

Job Fair Trends			
Year	# of Job Fairs & Placement Events	# of Employers	# of Job Seekers
2019	7	308	1181
2018	7	340	1250
2017	5	273	984
2016	3	262	854
2015	2	139	527

Career Coaches: Career coaches provide career pathway counseling for incoming students who are undecided in their career choice, provide job placement assistance, internship services, job shadow assistance, graduation follow up assistance, and offer workshops for resumes, interviewing, job search, and soft/hard skills on the Prescott and Verde Valley campuses. YC Employment Services continues to work with the REDC to coordinate services including the placement of student interns and support of the REDC's local area job fairs.

Job Postings: Over the past fiscal year, the college has continued to update Internship opportunities and Yavapai County Job openings through the YC Employment Services department using www.yc.edu/jobs website.

- Job postings website – *2018-19 Outcome: 1,914 jobs posted.*
- Direct Job Placement – *2018-19 Outcome: 25 students placed.*
- Internships – *2018-19 Outcome: 46 student interns placed*

Job Posting & Placement Trends			
Year	Job Postings	Direct Jobs Placed	Internships & Apprenticeships Placed
2019	1914	25	46
2018	1824	12	31
2017	2018	38	6
2016	1719	41	12

Key duties for career coaches include:

- Coached over *380 students*
- Other services
 - In-Person Job Shadows – 17 students participated
 - Camp Verde Library Monthly Career & Employment Assistance
 - CTEC Group Tours (10 groups resulting in over 300 students)
 - CTE Day – November 2018 (estimate 350 High School Freshman & Sophomores)



CTE Day 18 flyer.pdf

- Institutional Student Job Placement Data Tracking – Beginning in 2017-18, YC *Completers will be contacted via email/phone to track their career/job opportunities after graduation. 2017-18 and 2018-19 Outcome: 1710 students completed an academic program (includes Fall 2018, Spring 2019 Summer 2019).*

Fiscal Year	Completers	% of Students that were Interviewed		
		Continuing at YC	Employed	Median Wage
2017-18	1719	54.7%	30.4%	\$29,420
2018-19	1710	68.8%	26.7%	\$34,874

- Other – *Continue to update job placement services with an upcoming Yavapai College Career Services website offering professional career services to students, faculty, and area employers. The new website is scheduled to open during the Fall 2019 semester and will encompass current and new career tools to be in one webpage. Content will include current <https://www.yc.edu/jobs> and <https://www.yc.edu/v6/advising/career.html>; as well as new services for alumni and job search preparation.*

Economic Indicators

Although Arizona as a whole is ranked third in the nation for economic momentum according to the State Policy Reports Index, which measures growth in population, income, and jobs; this growth is primarily being realized in the metropolitan areas. Currently Maricopa and Pima (both Arizona metropolitan areas) account for 83.5% of total employment within the state of Arizona. Data shows that no other counties in Arizona are growing at the same rate, and that of Arizona’s 15 counties, 12 have not recovered from the recession. Below is the 12-month progress of the Yavapai County Economic Indicators:

Yavapai County			
	2017-18	2018-19	% Change
Population ²	231,275	234,409	1.0%
Median HH Income ¹	\$57,757	\$59,325	2.7%
Living in Poverty ¹	36,686	36,954	.73%
Adults (25+) with an associate’s or higher ²	59,236	60,094	1.4%
Unemployment ³ (June 2018/June 2019)	4.6%	4.9%	.3%
Jobs ²	74,931	76,914	2.6%
GDP ²	\$6,522,230,728	\$6,858,650,106	5.2%
Median Home Price ⁴	\$362,700	\$379,000	4.5%
Business Establishments ²	5,659	5,787	2.3%

Source: ¹ EASI 1/2019; ² EMSI 2019.3; ³ <https://fred.stlouisfed.org/series/AZYAVA0URN>; ⁴ <https://www.zillow.com/yavapai-county-az/home-values/>

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 create a sustainable economic environment. The College will achieve these results at a justifiable cost.

Compilation - November 2019

1.2 Economic Ends	Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs. This is the second 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 0	NO 5
<p>Comments/Remarks:</p> <p>Chevalier: I recognize that our current President is working hard to improve the generating of economic based jobs in the east side of the county by creating education needed to help do so and it will take some time to accomplish this. My comment is therefore not a criticism of the current President and is solely meant to reflect the current state of affairs.</p> <p>Irwin: This ENDS Statement will become increasingly important as the population continues to grow.</p> <p>Sigafoos: Historically this is a hard END to find data to support. The activities themselves are not outcomes. I am encouraged that some KPI's are included to measure some outcomes. These comments do not detract from my conclusion that the programs are important to County communities.</p>		

SHADED ITEMS should be discussed at the meeting.

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

Presenter : Ray Sigafoos

Start Time : 3:34 PM

Item No : 23

Proposed By : Ray Sigafoos

Time Req : 5

Proposed : 10/7/2019

Item Type : Monitoring & Decision

Policy No.	Description	Ref No
1	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.	738122
1.3	Yavapai County residents have access to social and cultural opportunities. This is the third priority.	669553

Description : Receipt of President's Monitoring Report - Ends Statements - 1.3
Communities Ends - MONITORING, DISCUSSION, AND/OR DECISION

Details : 1 Ends

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

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

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 1.3, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy.

Therefore, I move that we accept the Monitoring Report for Policy 1.3.

2. If Board intends to not accept Monitoring Report:

Interpretation: We have read the President's Monitoring Report regarding Policy 1.3 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 1.3. I move that the President provide the Board with a new Monitoring Report for Policy 1.3 [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 1.3 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 1.3. I move that the President provide the Board with a new Monitoring Report for Policy 1.3 [at the X board meeting] [within X amount of months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
1.3 Ends Report	Oct 28, 2019	NEW-1.3 Monitoring Report.pdf
1.3 Compilation Report	Nov 06, 2019	1.3 Compilation.pdf

**President’s Monitoring Report
End Statement 1.3 Community Ends
October 2019**

End Statement:

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

President’s Interpretation:

1.3 An educated person is exposed to a variety of intellectual, cultural and social experiences that contribute to their growth and development. Yavapai College provides exposure to the fine and performing arts and other social and cultural events that prepare individuals to live fully active and engaged lives. As an institution that values development and maintenance of social connections and networks across groups and cultures, Yavapai College serves as a vital gathering place for community engagement and involvement. The college contributes to a robust, engaged, vibrant community in which to live.

We will know we are compliant when

- The College routinely offers events that provide exposure to a variety of artistic styles and varied social and cultural experiences that are open to the community at-large.
- The College hosts community-wide events

Supporting Evidence:

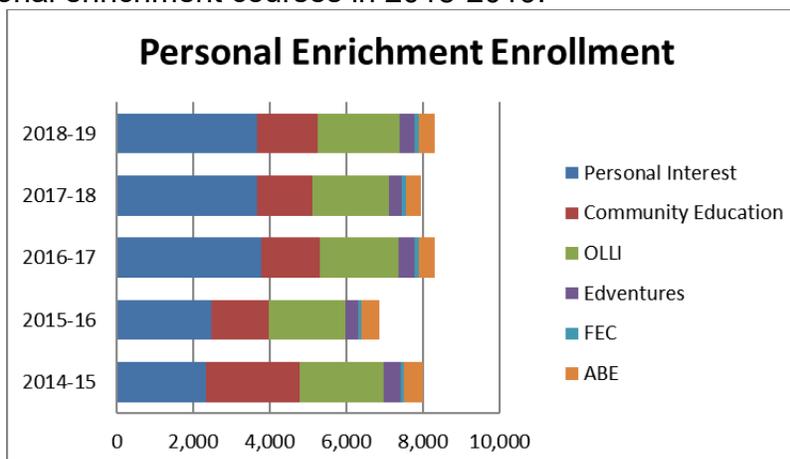
End Statement 1.3, “Yavapai County residents have access to social and cultural opportunities,” is addressed in Yavapai College’s 2015-2020 Strategic Plan under the Engaged Community initiative.

https://www.yc.edu/v6/strategic-planning/docs/Yavapai_College_2015_2020_Strategic_Plan_080416.pdf

The Yavapai College (YC) electronic calendar documents events for the vast majority of non-academic pursuits at the College, including: Traditional Services, Athletics, K-12 Outreach, Community Events, and Public Services (www.yc.edu/calendar). Though dates may vary somewhat from year to year, the following examples illustrate the numerous social and cultural opportunities Yavapai College provides.

Traditional Services

- A variety of personal enrichment courses are available including creative writing, music, art, film appreciation, theatre, Shakespearean literature and physical education/fitness and wellness classes. (View class offerings at www.yc.edu/register). Data shows 3,660 residents participated in for-credit, personal enrichment courses in 2018-2019.

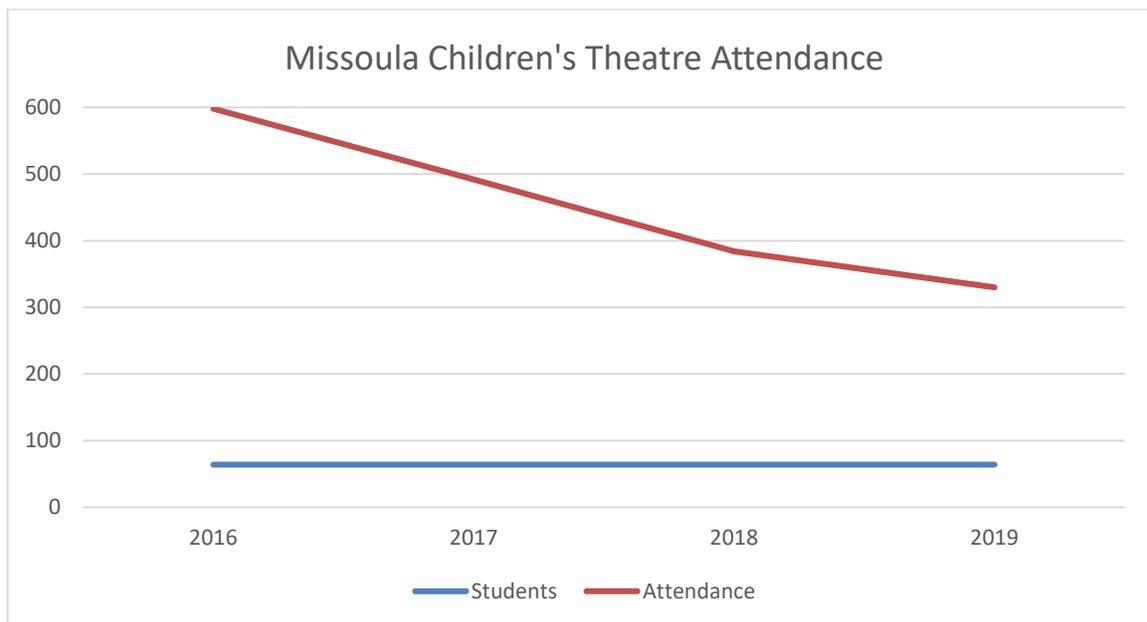


K-12 Outreach

- College for Kids classes introduce K-12 children to the college environment through a variety of courses in the summer, ranging from art to cooking to geology to rocketry.

	Fiscal Year	Unduplicated Students Served	Total Offerings (including cancelled)	Numbers cancelled	Classes that 'Made'	Percentage of Offerings that went	Enrollments (seat count)	Average class size	Total hours
College for Kids (Prescott)	2015-2016	289	48	6	42	83%	480	11	5,686
	2016-2017	296	39	8	31	79%	329	11	3,938
	2017-2018	253	35	1	34	97%	353	10	4,149
	2018-2019	184	42	16	26	62%	229	9	2,991
4 year Total Counts C4K (Prescott)		1,323	242	53	190		1,769		21,078
4 year Average College for Kids (Prescott)		256	41	8		80%	347.75	10	4,191
College for Kids (Verde)	2015-2016								
	2016-2017								
	2017-2018	184	51	5	46	90%	556	12	4,784
	2018-2019	110	30	4	26	87%	311	12	3,170
2 year Total Counts C4K - (Verde)		294	81	9	72		867		7,954
2 year Average College for Kids (Verde)		147	40.5	4.5	36	89%	433.5	12	3,977

- Both day and residential sports camps are held each summer for a variety of sports.
- For the 4th straight year, YC Performing Arts has hosted Missoula Children's Theatre, a week-long music and theatre class in which students learn a full musical from start (Monday morning) to finish (Performances on Saturday) in just one week.



Community Education

- Yavapai College offers a broad array of community education programs, including Community Education, College for Kids, EDventures, and Osher Lifelong Learning Institute (OLLI) and a local access television program entitled “Senior Moments – Successful Aging”.

	Fiscal Year	Unduplicated Students Served	Total Offerings (including cancelled)	Numbers cancelled	Classes that 'Made'	Percentage of Offerings that went	Enrollments (seat count)	Average class size	Total hours
Division #'s by Year	15-16	4,156	1,243	282	961	77%	14,379	9	113,728
	16-17	4,351	1,168	225	943	81%	14,829	8	109,899
	17-18	4,174	1,209	187	1,022	84%	15,032	10	122,634
	18-19	4,427	1,290	231	1,059	79%	15,024	10	121,001
Cumulative Division Totals:		17,108	4,910	925	3,985		59,264		467,262
Cumulative Division Averages:		4,277	1,228	231	996	80%	14,816	9	116,816

Community Education Programs

- Community Education offers lifestyle and leisure classes featuring hands-on learning and special interest topics. Non-credit courses are taught by community professionals experienced in their chosen fields.

	Fiscal Year	Unduplicated Students Served	Total Offerings (including cancelled)	Numbers cancelled	Classes that 'Made'	Percentage of Offerings that went	Enrollments (seat count)	Average class size	Total hours
Community Education (Prescott)	2015-2016	1,500	389	148	241	62%	2,284	9	17,642
	2016-2017	1,526	353	146	207	59%	1,890	9	16,529
	2017-2018	1,152	272	89	183	73%	1,688	9	15,145
	2018-2019	1,123	259	93	166	64%	1,549	9	13,087
4 year Total Count CommEd - (Prescott)		5,301	1273	476	797		7,411		62,403
4 year Average CommEd - (Prescott)		1,325	318	119	199	65%	1,853	9	15,601
Community Education (Sedona/Verde)	2015-2016								
	2016-2017								
	2017-2018	247	75	15	60	80%	289	5	2,947
	2018-2019	354	81	28	53	65%	467	9	5,682
2 year Total Counts CommED (Sedona/Verde)		601	156	43	113		756		8,629
2 year Average CommEd (Sedona/Verde)		301	78	22	57	72%	378	7	4,314

Osher Lifelong Learning Institute (OLLI)

- OLLI is a member-led program, organized by volunteer council that offers its members the chance to learn, grow, and connect with one another while participating in senior-friendly learning programs.

	Fiscal Year	Unduplicated Students Served	Total Offerings (including cancelled)	Numbers cancelled	Classes that 'Made'	Percentage of Offerings that went	Enrollments (seat count)	Average class size	Total hours
OLLI (Prescott)	2015-2016	971	290	15	275	95%	6,801	25	62,088
	2016-2017	1120	332	20	312	94%	8,098	26	64,752
	2017-2018	1027	335	22	313	94%	7,485	24	63,418
	2018-2019	1217	347	14	333	96%	7,977	24	63,361
4 Year Counts OLLI (Prescott)		4335	1304	71	1233		30361		253,619
4 Year Averages OLLI (Prescott)		1084	326	18	308	95%	7590	25	63,405
Verde Valley/Sedona OLLI	2015-2016	1,030	478	105	373	78%	4,424	12	23,971
	2016-2017	959	400	37	363	91%	4,195	12	20,651
	2017-2018	971	391	43	348	89%	4,297	12	25,701
	2018-2019	919	387	31	356	92%	3,855	11	23,973
4 Year Counts OLLI - (Sedona/Verde)		3,879	1,656	216	1,440		16,771		94,296
4 Year Averages OLLI - Sedona/Verde)		970	414	54	360	87%	4,193	12	23,574

EDventures

- EDventures facilitates local and regional trips, led by experienced and knowledgeable tour leaders. More than 375 people participated in EDventures trips in 2018-2019. The program took travelers to locations throughout the region to learn about the colorful local history, fascinating cultures, and natural features of the southwest. International EDventures to Iceland in 2018 attracted 34 people, and Ireland in 2019 drew 20 people.

	Fiscal Year	Unduplicated Students Served	Total Offerings (including cancelled)	Numbers cancelled	Classes that 'Made'	Percentage of Offerings that went	Enrollments (seat count)	Average class size	Total hours
EDventures	2015-2016	336	38	8	30	79%	390	13	4,341
	2016-2017	408	44	14	30	68%	317	11	4,029
	2017-2018	306	50	12	38	76%	364	10	4,555
	2018-2019	376	61	11	50	82%	487	10	6,681
4 Year Counts Edventures		1426	193	45	148		1558		19,606
4 Year Average Edventures:		357	48	11	37	76%	390	11	4,902
Edventures International	2015-2016	30	n/a	n/a		n/a	n/a	n/a	n/a
	2016-2017	42	n/a	n/a		n/a	n/a	n/a	n/a
	2017-2018	34	n/a	n/a		n/a	n/a	n/a	n/a
	2018-2019	20	n/a	n/a		n/a	n/a	n/a	n/a
Total Edventures Int'l:		106	n/a	n/a		n/a	n/a	n/a	n/a

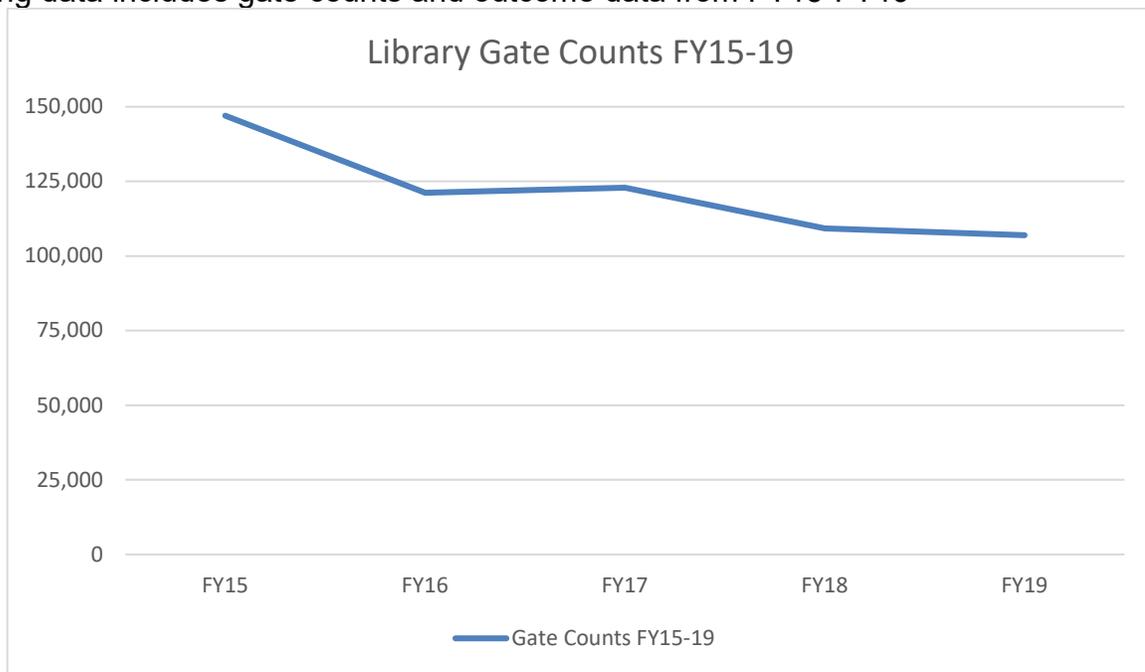
Companion Courses

- The Division is also working with the credit side of the College to provide short 8 week blended (credit / non-credit) classes for adult students returning to the college classroom.

	Fiscal Year	Unduplicated Students Served	Total Offerings (including cancelled)	Numbers cancelled	Classes that 'Made'	Percentage of Offerings that went	Enrollments (seat count)	Average class size	Total hours
YC Companion (Prescott)	2015-2016								
	2016-2017								
	2017-2018	62	55	26	29	53%	70	2	1,935
	2018-2019	124	83	34	49	59%	149	3	2,057
2 year Total Count YC Companion (Prescott)		186	138	60	78		219		3,992
2 year Average YC Companion (Prescott)		93	69	30	39	56%	110	3	1,935

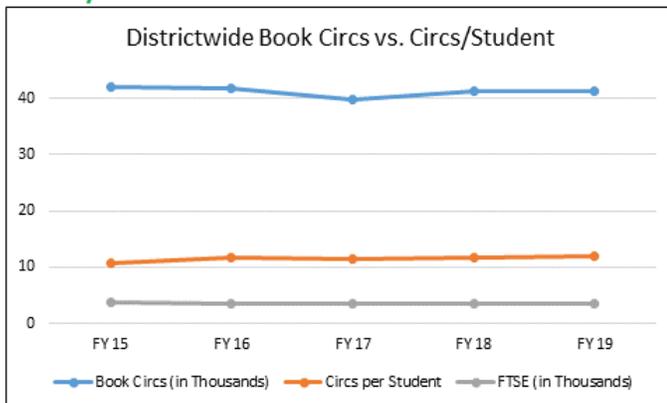
YC Library

- YC Library collections represent about 13% of the total Yavapai County Library system. The following data includes gate counts and outcome data from FY15-FY19

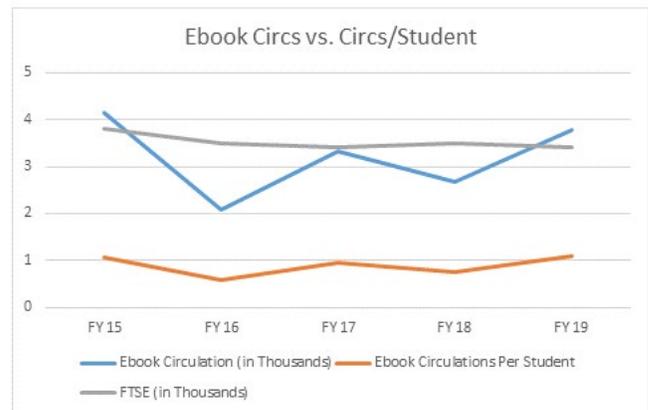


Library Circulations per YC FTSE

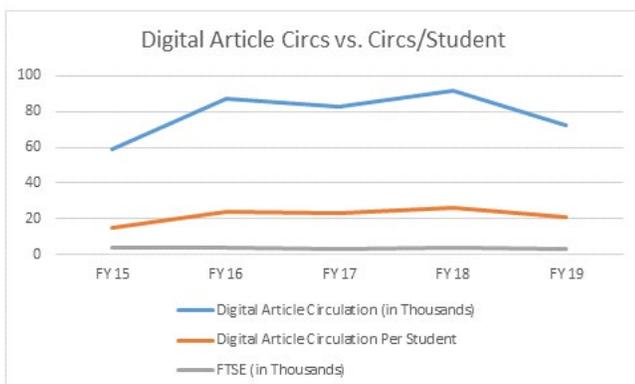
Physical Book Circulation Rate: 11% increase



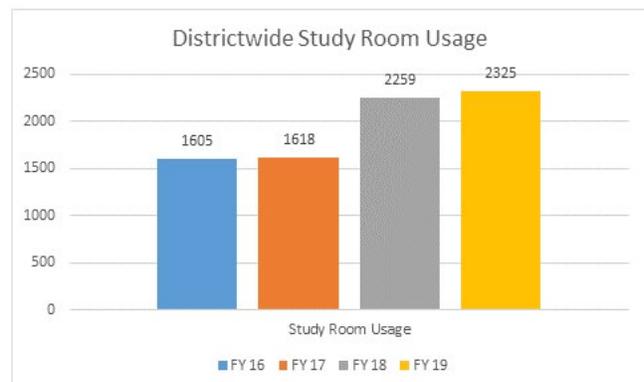
Ebook Circulation Rate: 2% increase



Digital Article Circulation Rate: 38% increase



Study Room Usage Rate: 44% increase (we do not have easy access FY 15 numbers)



Literary Southwest

- Since its inception in September, 2008, The Literary Southwest has presented four programs per year. These programs are in September, November, February, and April.
- Audiences for the Literary Southwest vary by event. The average audience estimate for the 2015-2019 period is in the 60-80 range.
- At each April event—beginning with April, 2008—a brief audience survey form is distributed, collected, and tabulated. Below are the survey's from 2016-2019

2016 Literary Southwest Survey Data

The Literary Southwest Series - April 8, 2016				
Jane Hirshfield & Susan Terris				
Survey Results (based on 77 responders)				
Where do you live?			<p>Where do you live?</p> <ul style="list-style-type: none"> Greater Prescott Area Yavapai County Other Arizona Other State 	
Greater Prescott Area	64%	44		
Yavapai County	26%	18		
Other Arizona	4%	3		
Other State	6%	4		
		69		
Relationship to College:			<p>Relationship to College</p> <ul style="list-style-type: none"> Current YC Student Former YC Student YC Faculty/Staff Student at other college Community Member 	
Current YC Student	19%	13		
Former YC Student	19%	13		
YC Faculty/Staff	10%	7		
Student at other college	3%	2		
Community Member	49%	33		
		68		
How did you hear about this event?			<p>How did you hear about this event?</p> <ul style="list-style-type: none"> Series postcard mailing Newspaper story YC Website Flyer or posting in town YC Library signage/display Newspaper ad Radio Word of Mouth My instructor required/suggested I attend Other 	
Series postcard mailing	19%	15		
Newspaper story	16%	12		
YC Website	5%	4		
Flyer or posting in town	5%	4		
YC Library signage/display	1%	1		
Newspaper ad	0%	0		
Radio	0%	0		
Word of Mouth	32%	25		
My instructor required/suggested I attend	6%	5		
Other	14%	11		
		77		
Prior acquaintance with work?			<p>Prior acquaintance with work?</p> <ul style="list-style-type: none"> Yes 	
Yes	41%	31		
No	59%	45		
		76		
Did you require an overnight hotel stay?			<p>Did you require an overnight hotel stay?</p> <ul style="list-style-type: none"> Yes No 	
Yes	3%	2		
No	97%	74		
		76		
Is this your first literary event?			<p>Is this your first literary event?</p> <ul style="list-style-type: none"> Yes No 	
Yes	26%	20		
No	74%	57		
		77		
Plan to attend future events?			<p>Do you plan to attend future events?</p> <ul style="list-style-type: none"> Yes No 	
Yes	97%	69		
No	3%	2		
		71		

2017 Literary Southwest Survey Data

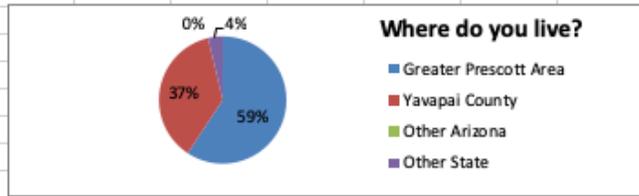
The Literary Southwest Series - April 7, 2017

Camille Dungy

Survey Results (based on 57 responders)

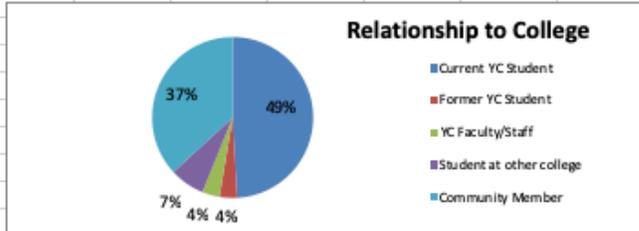
Where do you live?

Greater Prescott Area	59%	32
Yavapai County	37%	20
Other Arizona	0%	0
Other State	4%	2
		54



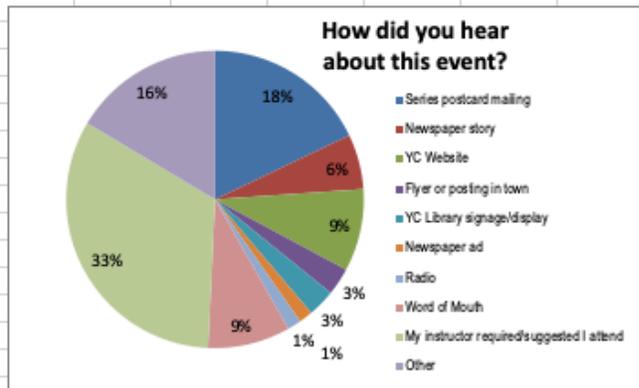
Relationship to College:

Current YC Student	49%	28
Former YC Student	4%	2
YC Faculty/Staff	4%	2
Student at other college	7%	4
Community Member	37%	21
		57



How did you hear about this event?

Series postcard mailing	18%	12
Newspaper story	6%	4
YC Website	9%	6
Flyer or posting in town	3%	2
YC Library signage/display	3%	2
Newspaper ad	1%	1
Radio	1%	1
Word of Mouth	9%	6
My instructor required/suggested I attend	33%	22
Other	16%	11
		67



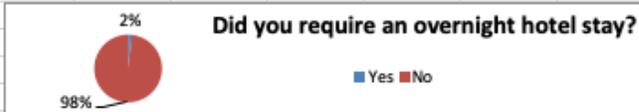
Prior acquaintance with work?

Yes	2%	1
No	98%	54
		55



Did you require an overnight hotel stay?

Yes	2%	1
No	98%	56
		57



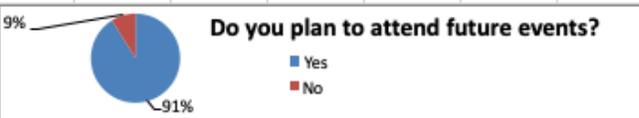
Is this your first literary event?

Yes	43%	24
No	57%	32
		56



Plan to attend future events?

Yes	91%	41
No	9%	4
		45



2018 Literary Southwest Survey Data

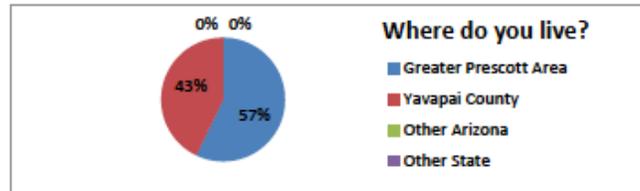
The Literary Southwest Series - April 27, 2018

Kay Ryan

Survey Results (based on 44 responders)

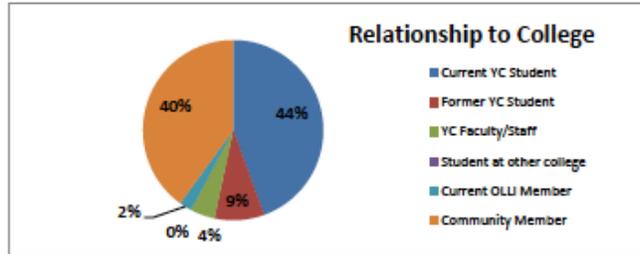
Where do you live?

Greater Prescott Area	57%	20
Yavapai County	43%	15
Other Arizona	0%	0
Other State	0%	0



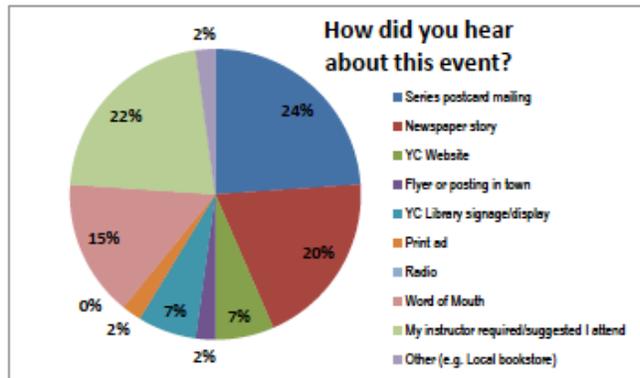
Relationship to College:

Current YC Student	44%	20
Former YC Student	9%	4
YC Faculty/Staff	4%	2
Student at other college	0%	0
Current OLLI Member	2%	1
Community Member	40%	18



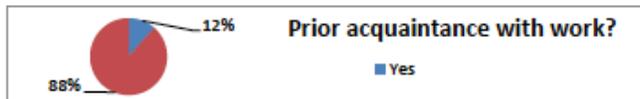
How did you hear about this event?

Series postcard mailing	24%	11
Newspaper story	20%	9
YC Website	7%	3
Flyer or posting in town	2%	1
YC Library signage/display	7%	3
Print ad	2%	1
Radio	0%	0
Word of Mouth	15%	7
My instructor required/suggested I attend	22%	10
Other (e.g. Local bookstore)	2%	1



Prior acquaintance with work?

Yes	12%	5
No	88%	38



Did you require an overnight hotel stay?

Yes	0%	0
No	100%	44



Is this your first literary event?

Yes	18%	8
No	82%	36



Plan to attend future events?

Yes	89%	34
No	11%	4



Attend fee based events or workshops?

Yes	29%	8
No	32%	9
Maybe	39%	11



2019 Literary Southwest Survey Data

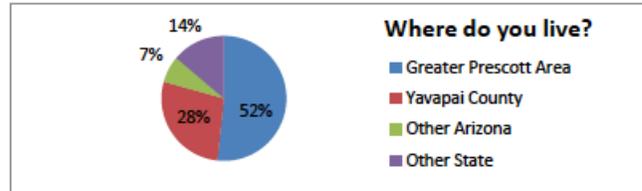
The Literary Southwest Series - April 26, 2019

Joe Ide

Survey Results (based on 29 responders)

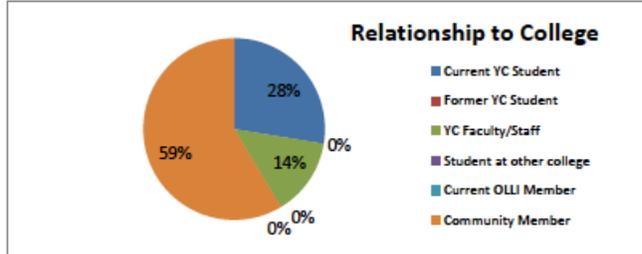
Where do you live?

Greater Prescott Area	52%	15
Yavapai County	28%	8
Other Arizona	7%	2
Other State	14%	4
Total responses:		29



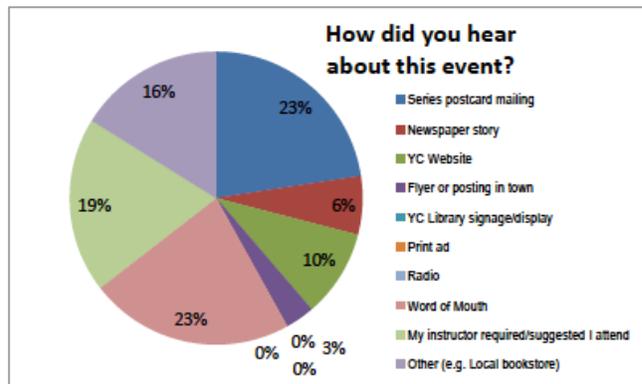
Relationship to College:

Current YC Student	28%	8
Former YC Student	0%	0
YC Faculty/Staff	14%	4
Student at other college	0%	0
Current OLLI Member	0%	0
Community Member	59%	17
Total responses:		29



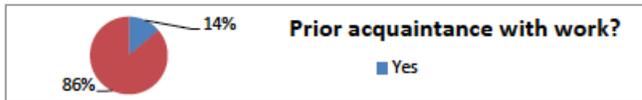
How did you hear about this event?

Series postcard mailing	23%	7
Newspaper story	6%	2
YC Website	10%	3
Flyer or posting in town	3%	1
YC Library signage/display	0%	0
Print ad	0%	0
Radio	0%	0
Word of Mouth	23%	7
My instructor required/suggested I attend	19%	6
Other (e.g. Local bookstore)	16%	5
Total responses:		31



Prior acquaintance with work?

Yes	14%	4
No	86%	25
Total responses:		29



Did you require an overnight hotel stay?

Yes	0%	0
No	100%	28
Total responses:		28



Is this your first literary event?

Yes	29%	8
No	71%	20
Total responses:		28



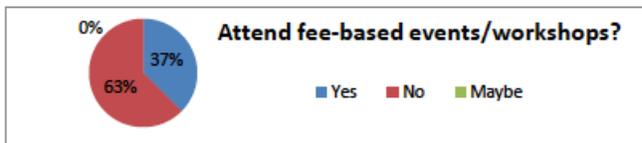
Plan to attend future events?

Yes	92%	23
No	8%	2
Total responses:		25



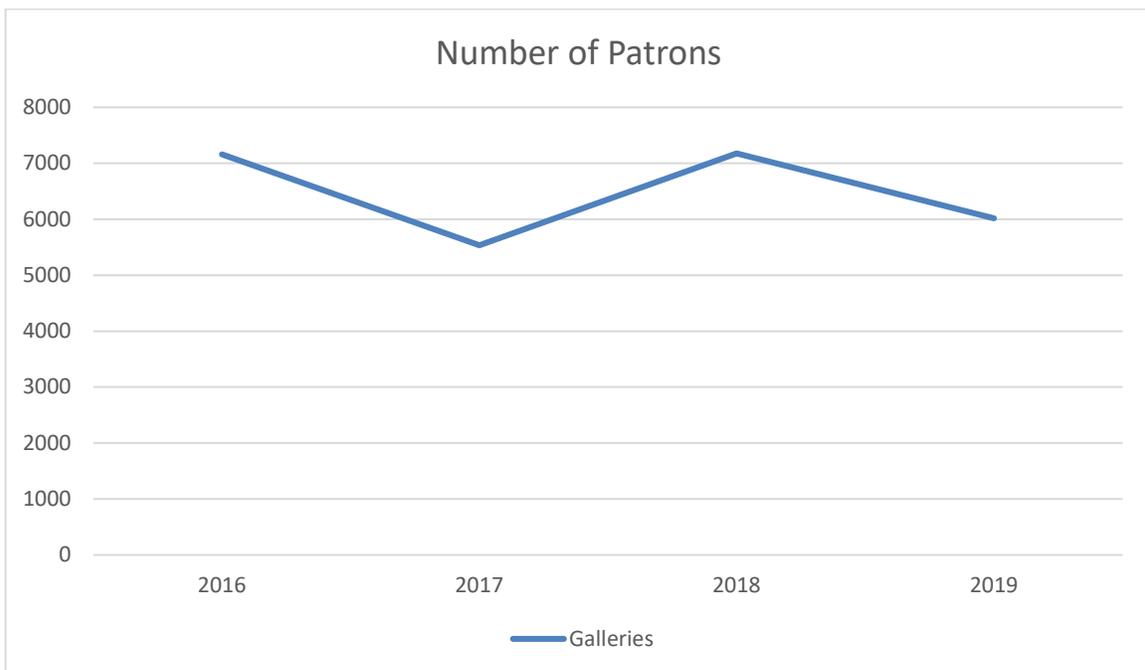
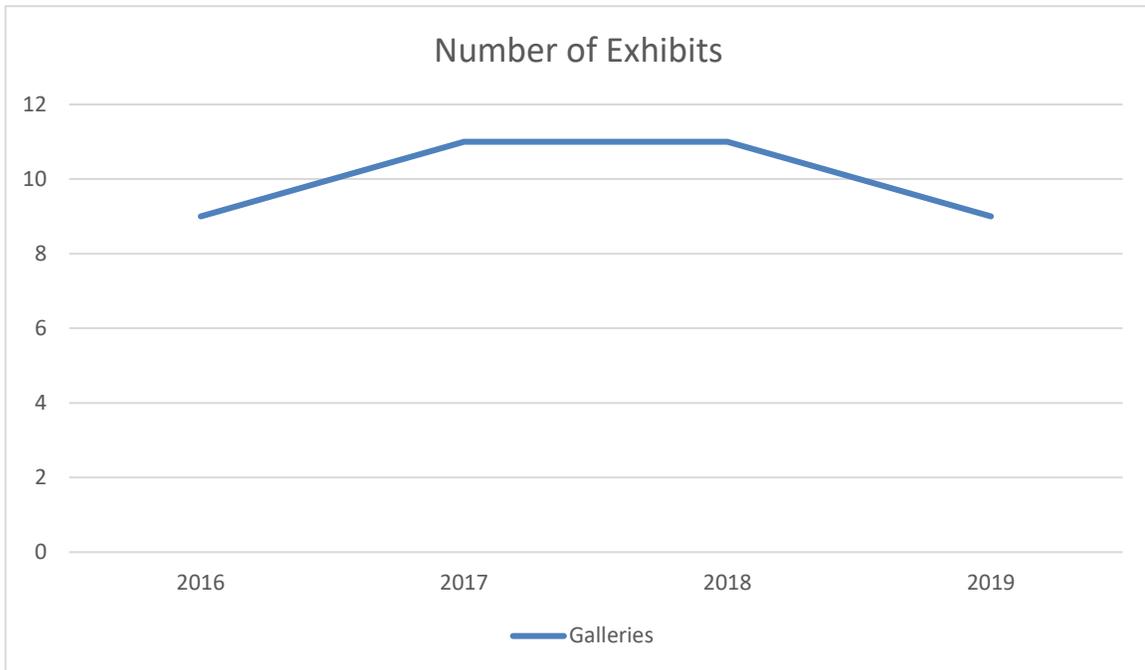
Attend fee based events or workshops?

Yes	38%	6
No	63%	10
Maybe	0%	0
Total responses:		16



Art Galleries

- The YC Prescott and Verde Art Galleries offer 12+ exhibitions per year. Exhibits include student and faculty artwork, representing the College's high-quality instruction. A juried selection of local and regional artists – some with national and international reputations – is offered to support instruction and enrich our community.



*2019 data as of October 21, 2019

Athletics

Yavapai College's intercollegiate athletic program features four sports which compete in the Arizona Community College Athletic Conference as a part of the National Junior College Athletic Association.

Athletic Team Records by Year

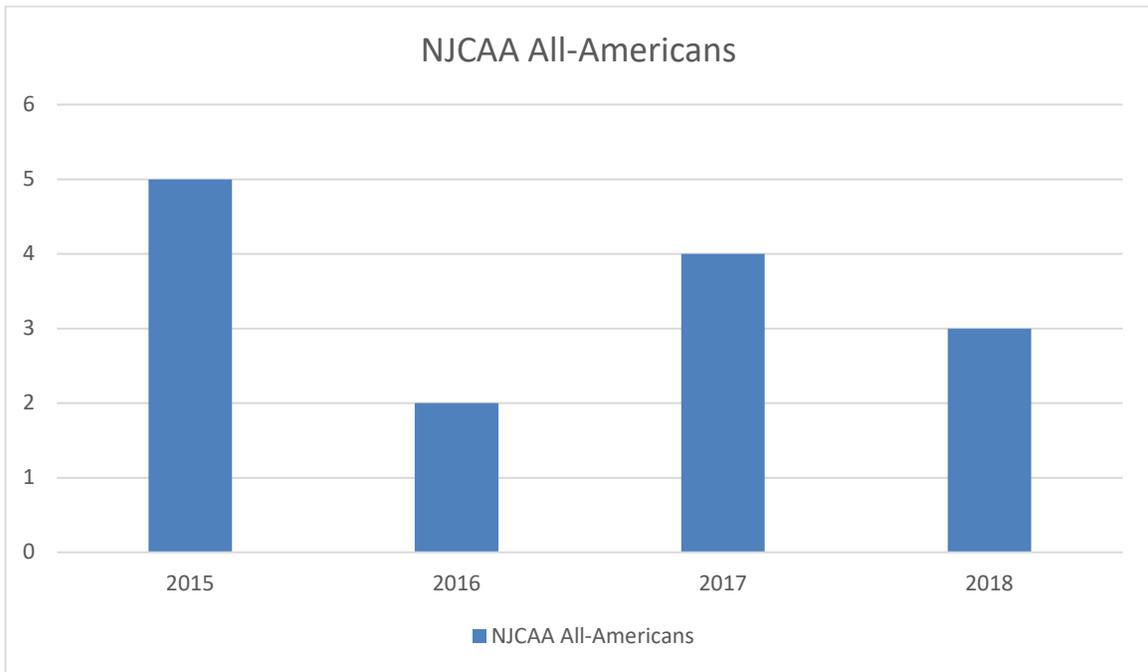
Soccer			
	Overall Record	ACCAC Record	Post-Season Record
Fall 2015	19-3-1	17-3-1	0-1
Fall 2016	18-4-0	17-2-0	0-2
Fall 2017	23-3-3	15-2-3	6-1 (3rd in NJCAA National Tournament)
Fall 2018	16-7-0	14-6-0	1-1

Volleyball			
	Overall Record	ACCAC Record	Post-Season Record
Fall 2015	22-8	14-2	1-2(Advanced to NJCAA National Tournament)
Fall 2016	18-11	11-5	0-1
Fall 2017	15-13	8-5	1-1
Fall 2018	18-9	7-5	1-1

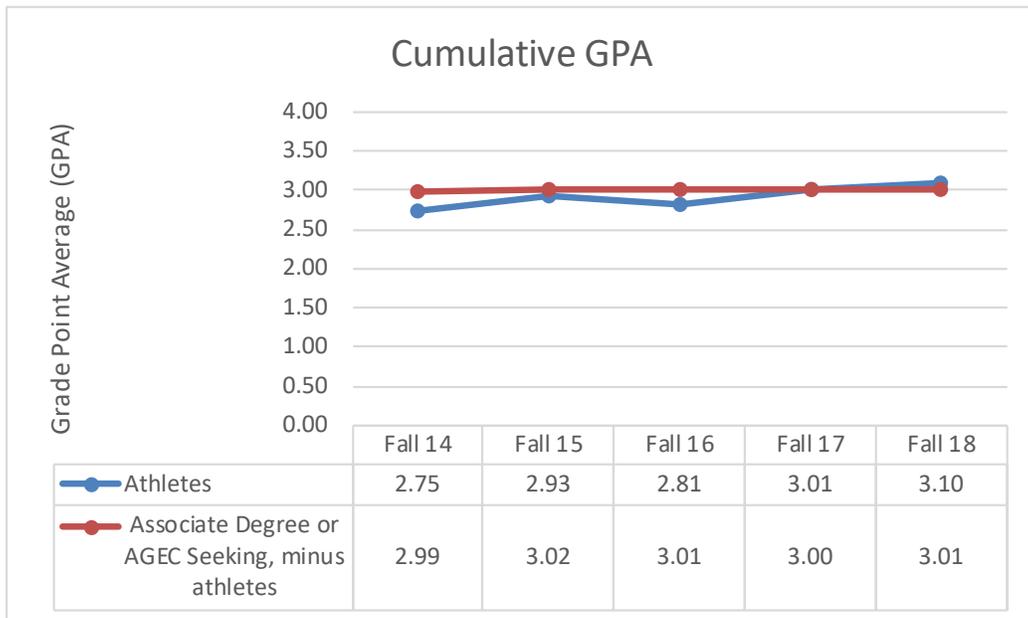
Baseball			
	Overall Record	ACCAC Record	Post-Season Record
Spring 2016	49-20	24-12	12-1 (Won NJCAA National Championship)
Spring 2017	34-22	20-16	No Post-Season
Spring 2018	28-27	17-19	No Post-Season
Spring 2019	37-19	24-14	3-3

Softball			
	Overall Record	ACCAC Record	Post-Season Record
Spring 2016	50-17	36-12	6-3 (4th in NJCAA National Tournament)
Spring 2017	49-7	44-4	1-2
Spring 2018	50-12	41-7	1-2
Spring 2019	46-14	37-11	0-2

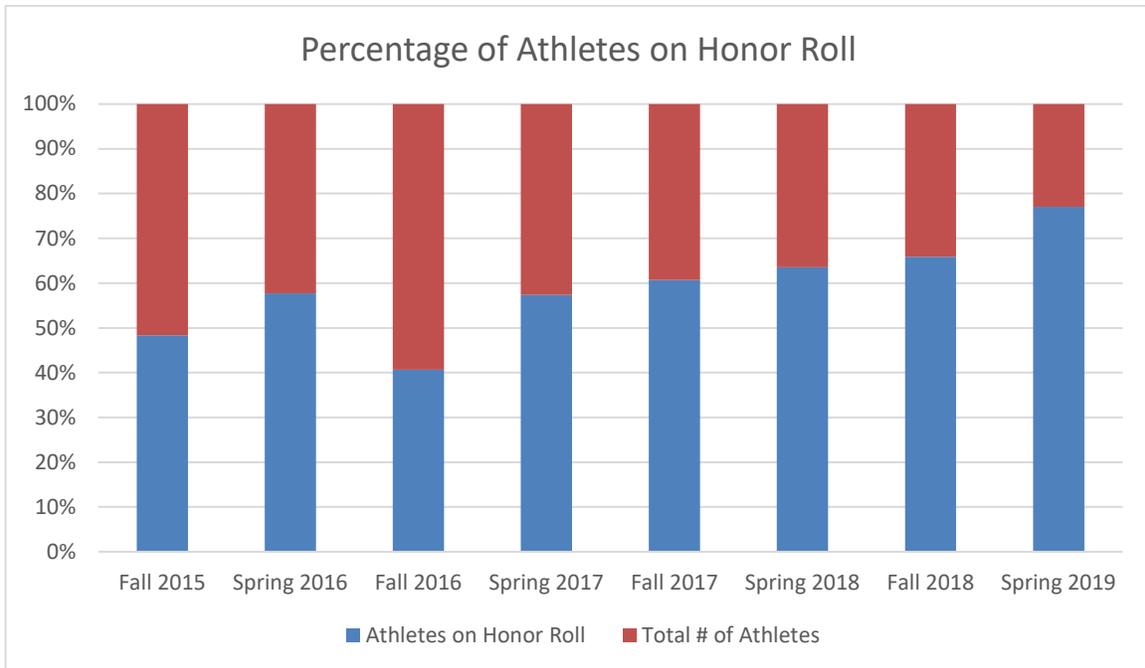
NJCAA All-Americans by Year



Athletes GPA vs. Non-Athletes



Athletic Director's Honor Roll (<3.0 GPA)



National Academic Awards

2016-17

- NJCAA Honorable Mention Academic Team – **Volleyball**

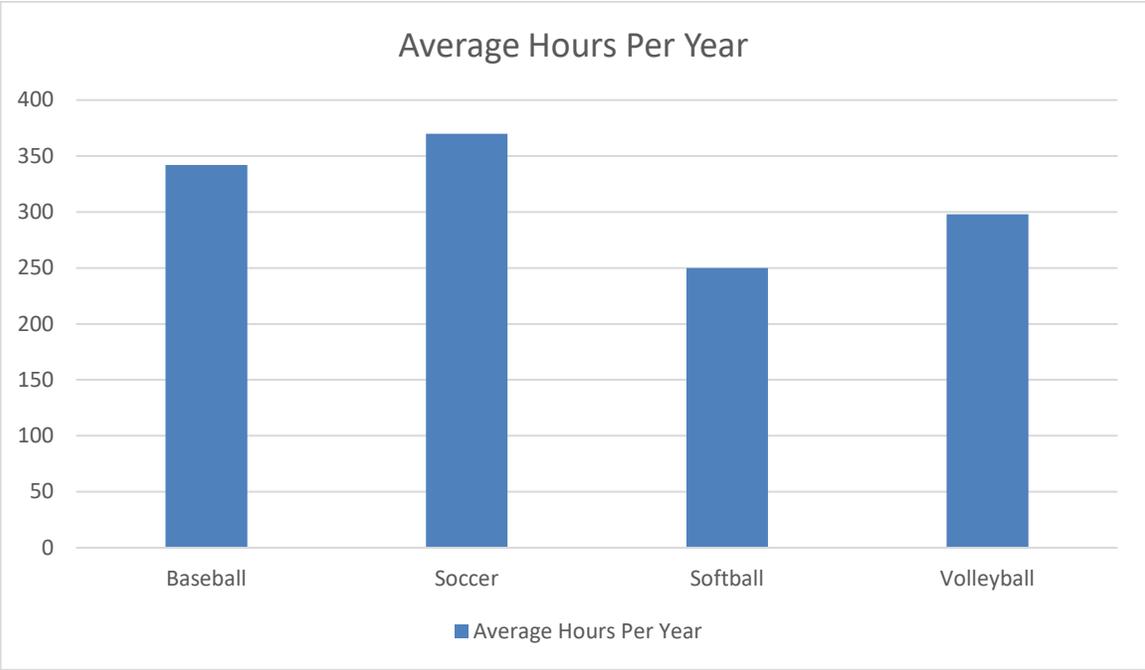
2017-18

- NJCAA Honorable Mention Academic Team – **Soccer, Softball, Volleyball**
- AVCA Academic Team – **Volleyball**

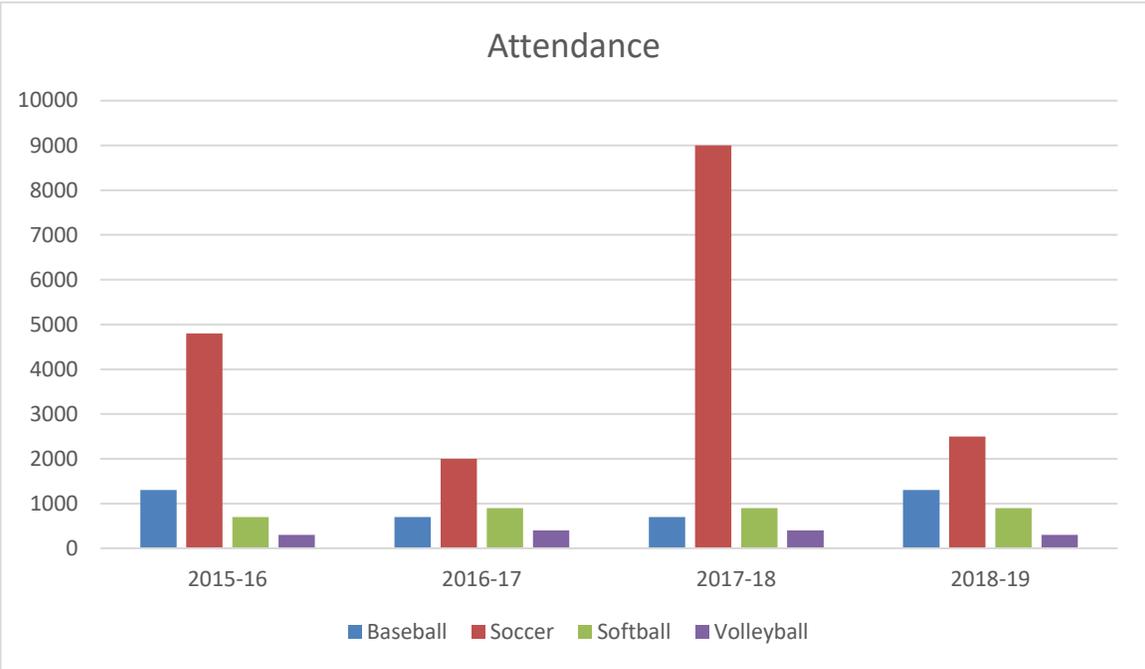
2018-19

- NJCAA Honorable Mention Academic Team – **Baseball, Softball, Volleyball**
- AVCA Academic Team – **Volleyball**
- NFCA Academic Team – **Softball**

Community Service Hours by Sport



Approximate Attendance Per Sport Per Year



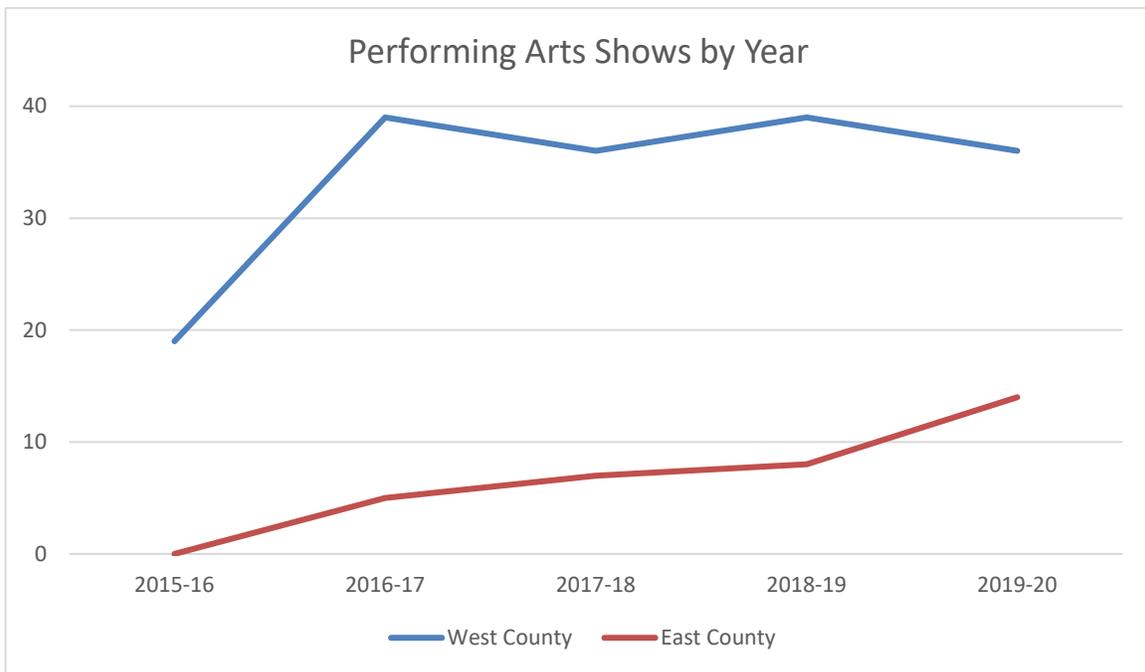
*Softball hosted Regional Tournament in 2016-17 & 2017-18
 *Soccer hosted Regional Tournament in 2017-2018

Public Service

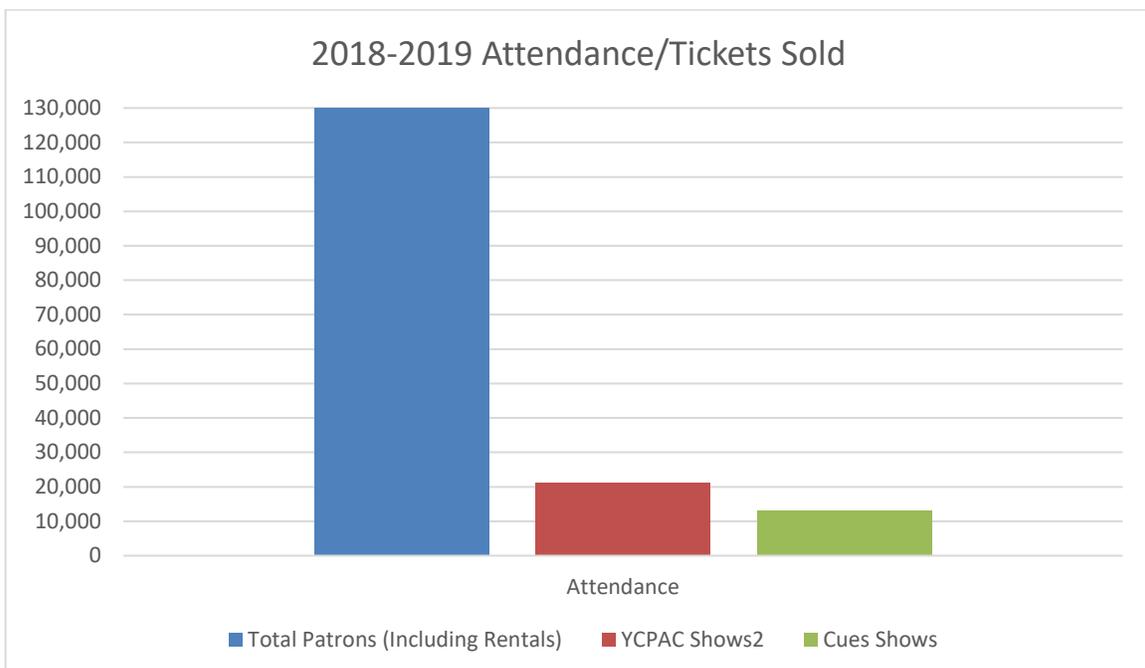
- The College celebrated its 50th anniversary in 2018 with festivities at all six of its locations. Thousands of community members and their families turned out to the celebrations for food, fun, music, and of course, cake.

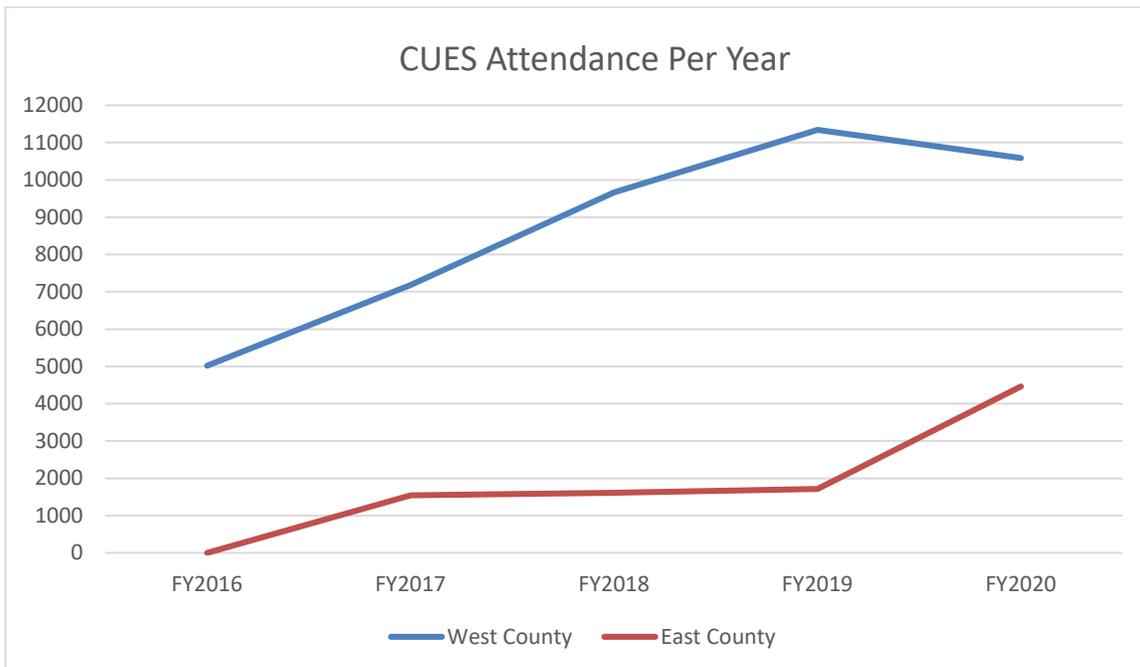
Performing Arts

- The Performing Arts Department hosts shows, both internal and external, at the YC Performing Arts Center and in the Verde Valley.



The chart below includes both Performing Arts shows, and CUES. CUES is a high school matinee series located at the Performing Arts Center in Prescott and at the Phillip England Center for the Performing Arts in the Verde Valley.





The YC Nature Trails

- Verde Valley Campus Trailhead Update
 - Significant progress continues on collaborative work to establish a Verde Valley Campus trailhead connecting Yavapai College to an extensive (132+ mile) network of neighboring municipal and Prescott National Forest trails. Throughout fall 2018 and spring 2019, additional mapping, scoping and design work continued across the Blowout Wash Trail System (formerly known as West Mingus Avenue Project). On April 23, 2019 an agreement was signed between USDA Forest Service Prescott National Forest (PNF) and Yavapai College, formalizing the collaborative work which includes trail construction, a vault restroom facility at the campus trailhead, parking access, signage, and interpretive opportunities. This agreement defines the mutual benefit, interests, expectations, and requirements between PNF and YC. Additional collaborators on the non-motorized pedestrian and cyclist trail connecting campus to neighborhoods and the national forest include Yavapai County, City of Cottonwood, Town of Clarkdale, Verde Valley Cyclists Coalition, Friends of Verde River, and Arizona State Parks.

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 create a sustainable economic environment. The College will achieve these results at a justifiable cost.

Policies: 1.3 – Communities Ends

Compilation- November 2019

1.3 Communities Ends	Yavapai County residents have access to social and cultural opportunities. This is the third priority.	
Interpretation		
Is the interpretation reasonable? *Paul voted both yes and No	YES 4	NO 2
Does the data show accomplishment 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: Entertainment for the public that does not involve student performances need to be identified as such. Athletic teams should be considered education not cultural or social activities. McCasland: We need to limit the cost to taxpayers to support the social and cultural activities.		

SHADED ITEMS should be discussed at the meeting.

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

Presenter : Ray Sigafoos

Start Time : 3:39 PM

Item No : 24

Proposed By : Ray Sigafoos

Time Req : 4

Proposed : 10/7/2019

Item Type : Monitoring & Decision

Policy No.	Description	Ref No
2.7	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.	764128

Description : Receipt of President's Monitoring Report - Executive Limitation 2.7 - Legislative Delegation Restrictions - MONITORING, DISCUSSION, AND/OR DECISION

Details :

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.

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.7, 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 2.7.

2. If Board intends to not accept Monitoring Report:

- If for Unreasonable Interpretation:

We have read the President's monitoring report regarding Policy 2.7 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 2.7. I move that the President provide the Board with a new Monitoring Report for Policy 2.7 [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 2.7 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 2.7. I move that the President provide the Board with a new Monitoring Report for Policy 2.7 [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

Attachments :

Title	Created	Filename
2.7 Ends Report	Oct 28, 2019	Policy 2.7 Report 1119.pdf
2.7 Compilation Report	Nov 05, 2019	2.7 Compilation.pdf

**President's Monitoring Report
Executive Limitations 2.7 Legislative Delegation Restrictions
November 2019**

Executive Limitations 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.

President's Interpretation

The College may enter leases for real property with the restrictions as noted in 2.5.2. The college has the authority to handle all aspects of employment contracts with the exception of the President's contract.

Supporting Evidence:

Leases

As reported in Monitoring Report 2.4.3.1, the College has a handful of leases for real property, about half of which the College is the lessor. All of the leases are below the \$200,000 annual threshold and most of the leases allow for renewals. All multi-year leases including renewals have been approved by the Board. Below is listing of all the leases and includes lessor/lessee, a description, start and end dates, renewal information, and annual cost.

Lessor	Lessee	Description	Start Date	End Date	Renewals Allowed?	Annual Cost
Yavapai College	Northern Arizona Council of Governments (NACOG)	Lease of land @ Verde campus for Headstart facility (trailer)	7/24/1996	6/30/2021	Renewed through 6/30/21 Renewable for five year terms	\$1
Yavapai College	Northern Arizona Council of Governments (NACOG)	Lease of land at PV campus for Headstart facility (trailer)	3/1/2012	2/28/2019	Annual renewals	\$1
Yavapai College	NAU	Prescott Building 1 (an office and a classroom)	7/1/2018	6/30/2019	Annual renewals	\$7,025
Mayer Unified School District	Yavapai College	Tech Building at Mayer HS	6/1/2012	5/30/2022	No	\$1
City of Cottonwood	Yavapai College	.87 Acre land for Verde Valley Regional Fire Training Center	9/12/2002	12/31/2027	Renewable for twenty-five (25) years on or before 12/1/26.	\$1
Town of Chino Valley	Yavapai College	50 Acres of property adjacent to YC's 30-acre campus	5/9/2008	4/18/2025	Renewable for two (2) additional ten (10) year terms and one (1) additional five year term OR four (4) additional ten (10) year terms.	\$1
Blum Boulders Associates, LLC	Yavapai College	Storage facility at 1260 Gail Gardner Way in Prescott	6/1/2019	5/31/20	Renewable for one (1) year option.	\$37,080

Employment

The college employs just over 400 full time employees and over 1000 adjunct faculty and part-time staff employees. Position need is reviewed annually during the budgeting process and new positions added when justified.

Number of Full-Time Budgeted Positions

Year	Exempt	Nonexempt	Faculty	Total
2011	181	148	122	451
2012	174	137	118	429
2013	178	130	116	424
2014	181	133	115	429
2015	186	131	112	429
2016	191	134	107	432
2017	175	154	107	436
2018	172	159	107	438
2019	178	160	109	447

The college, through its Human Resources department, posts and hires all new and vacant positions and extends initial written employment offers to full-time employees. Part time employees are hired throughout the year, and receive verbal offers of employment from supervisors including estimated duration of engagement, hours per week, and compensation rate per hour.

Toward the end of the Spring of each year, full time employees receive a written Notice of Appointment, updating the conditions of their employment for the following fiscal year beginning on July 1st.

When needed, employees are terminated due to performance or funding issues. Terminations for full-time employees are requested by the supervisor, reviewed and recommended by the Human Resources Department, and are reviewed with the reporting Vice President. The College President provides the approval for all full-time involuntary separations.

Full-Time Employee Separation Analysis

Year	Voluntary	Involuntary	Death	Total
2014	49	6	0	55
2015	49	6	1	56
2016	37	7	0	44
2017	45	3	1	49
2018	47	3	0	50

The Human Resources Department monitors employee turnover rates. Measuring employee turnover is helpful in order to understand reasons for turnover and estimate the cost-to-hire for budget purposes.

Turnover Trend Percentage Analysis

Year	YC	National
2014	13.35	19.3
2015	13.59	16.7
2016	10.71	17.8
2017	11.98	18.5
2018	10.9	19.3

Data Source: Compdata/Salary.com
2018 Turnover Report

Executive Limitation 2.7: Legislative Delegation Restrictions

President's Conclusion:

I report compliance.

Presidential Monitoring Worksheet for Executive Limitations Policies

Policy 2.7 – Legislative Delegation Restrictions

Compilation - November 2019

<p>Executive Limitation 2.7</p>	<p>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:</p> <ul style="list-style-type: none"> – 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. 	
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 Limitations policy?	YES 5	NO 0
Based upon your review of the monitoring report, should this Executive Limitations policy be amended?	YES 0	NO 5
Comments/Remarks: <p>Chevalier: While it is the President’s decision I would suggest that it most likely would be cheaper to build a storage facility on campus than pay \$37,080 to rent one.</p>		

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 : 3:43 PM

Item No : 25

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 10/7/2019

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 : OWNERSHIP LINKAGE (CONTINUED) - HEADING

Details :

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 3:43 PM

Item No : 26

Proposed By : Ray Sigafoos

Time Req : 5

Proposed : 10/7/2019

Item Type : Information Item

Policy No.	Description	Ref No
3	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.	396359

Description : Report from the Association of Community College Trustees (ACCT) Leadership Congress - INFORMATION AND/OR DISCUSSION

Details : The Board members Ray Sigafoos, Steven Irwin, and Deb McCasland will share information from the Association of Community College Trustees (ACCT) Leadership Congress in San Francisco October 16-19.

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 3:48 PM

Item No : 27

Proposed By : Ray Sigafoos

Time Req : 5

Proposed : 10/7/2019

Item Type : Information Item

Policy No.	Description	Ref No
3.5.5	<p>All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned 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:</p> <ol style="list-style-type: none">1) Foundation Liaison2) AACCT Representative3) Board Spokesperson	802214
3.5.5.1	<p>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.</p>	807539

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

Details : - Board Spokesperson - Mr. Ray Sigafoos
- Arizona Association of Community College Trustees (AACCT) - Deb McCasland
- Yavapai College Foundation - Dr. Patricia McCarver and Mr. Steve Irwin

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 3:53 PM

Item No : 28

Proposed By : Ray Sigafoos

Time Req : 0

Proposed : 10/7/2019

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 : OTHER INFORMATION - HEADING

Details :

Attachments :

No Attachments

Presenter : Ray Sigafoos

Start Time : 3:53 PM

Item No : 29

Proposed By : Ray Sigafoos

Time Req : 1

Proposed : 10/7/2019

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 Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION

Details : Proposed Dates and Places of Future Meetings for the District Governing Board including the January Workshop and Regular meeting re-scheduled as follows:

- Workshop and Regular Meeting, Tuesday January 21, 2019 - Rock House, Prescott Campus at 8:00 a.m.

Attachments :

Title	Created	Filename
FY 19-20 Dates and Places of Future Meetings	Oct 21, 2019	FY19-20- Dates and Places of Future Meetings.pdf
FY 19-20 Dates and Places of Future Events	Oct 21, 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 21, 2020, Tuesday 9:00 a.m. Location: Prescott Campus – Rock House
Regular Board Meeting	January 21, 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
ACCT Governance Leadership Institute	April 15, Wednesday – April 17 2020, Friday Location: Pima Community College, Tucson, AZ
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 : 3:54 PM

Item No : 30

Proposed By : Ray Sigafoos

Time Req : 1

Proposed : 10/7/2019

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