

Yavapai College
District Governing Board
Regular Meeting

Tuesday, March 22, 2022
1:00 p.m.

Sedona Campus
4215 Arts Village Drive
Sedona, Arizona 86336

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 or closed caption, 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 meeting conclusion time is included for planning purposes only and does 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.

AGENDA

1. General Functions: Procedural
 - a. Call to Order {Time: 1}
 - b. Pledge of Allegiance {Time: 1}
 - c. Adoption of Agenda – **DECISION** {Time: 1}
2. Study Session
 - a. Open Call – **INFORMATION** {Time: 10}
 - b. Preliminary Capital Budget – Dr. Clint Ewell- Vice President of Finance, **INFORMATION AND DISCUSSION** (*Attached*) {Time: 90}
 - i. Smith Group – Frank Markley, Principal, Higher Education Strategist; Lauren Leighty, Principal, Campus Studio Leader; Doug Kozma, Vice President, Campus Planning Practice Director. (*Attached*)
 - c. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
 - i. Presidents Report on Board Policy 206, College Planning - Dr. Clint Ewell, Vice President of Finance (*Attached*)

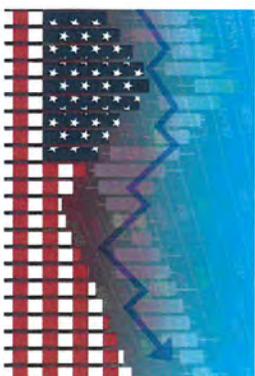
- ii. College Council – Dr. Diane Ryan, Dr. Emily Weinacker, and Ms. Janice Soutte, Student Engagement Coordinator
 - 1. Faculty Senate – Dr. Karen Palmer
 - 2. Staff Association – Julie Galgano (*Attached*)
 - 3. Student Government Association – Danny Avelar, YCSGA Senator for the Verde Valley and Sedona Campuses. (*Attached*)
 - iii. Budget to Actual Monthly Report and Cash Reserves Monthly Report (*Attached*)
 - d. Board Liaisons’ Reports - **INFORMATION AND DISCUSSION** {Time: 10}
 - i. Board Spokesperson – Board Chair McCasland
 - ii. Arizona Association of Community College Trustee (AACCT) – Board Chair McCasland
 - iii. Yavapai College Foundation – Board Chair McCasland
 - e. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}
 - i. 2021-2022 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats (*Attached*)
 - ii. 2021-2022 Dates, Times, and Places of Future College Events (*Attached*)
 - iii. 2021-2022 Dates, Times, and Places of Future National, State, and Local Conferences (*Attached*)
 - f. Completion of ACCT Board Self-Assessment- Board Chair McCasland, **INFORMATION AND DISCUSSION** {Time:1}
- 3. Board Business
 - a. District Governing Board Budget for Fiscal Year 2023 – Dr. Clint Ewell, Vice President of Finance, **INFORMATION, DISCUSSION AND DECISION** (*Attached*) {Time:10}
 - b. 2022-2023 Yavapai College District Governing Board Schedule, Board Chair McCasland, **INFORMATION, DISCUSSION AND DECISION** {Time:10}
 - i. 2022-2023 Boards Self-Assessment Schedule (*Attached*)
 - ii. 2022-2023 Board Policy Review/Edit Schedule (*Attached*)
 - iii. 2022-2023 District Governing Board Calendar Meeting Dates (*Attached*)
 - c. Consent Agenda – **DECISION** {Time: 5}
 - i. Board Workshop & Regular Meeting Minutes – Tuesday, February 22, 2022 (*Attached*)
 - ii. Receipt of Report on Revenues and Expenditures for January 2022 (*Attached*)
 - iii. Acceptance of President’s Report on Board Policy 206, College Planning
 - iv. Summary of New Program Proposal for Legal Paraprofessional Certificate and Deletion of Paralegal Studies Certificate (*Attached*)
- 4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}

2.b



Yavapai College Capital Budget

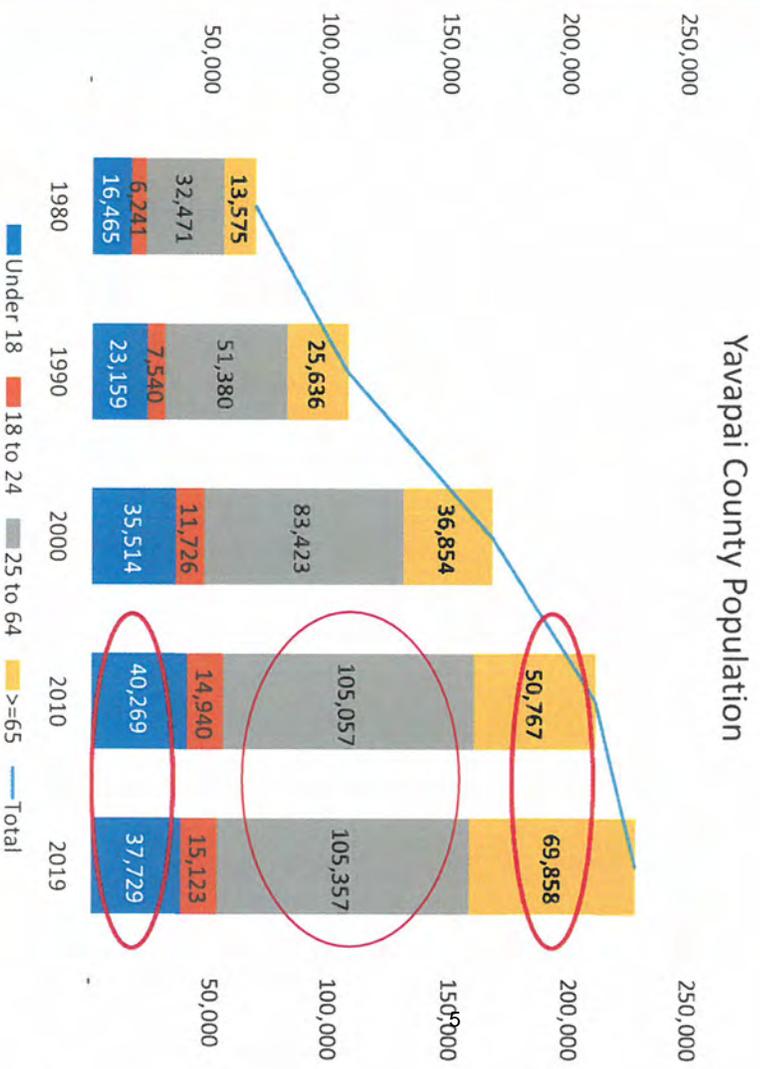
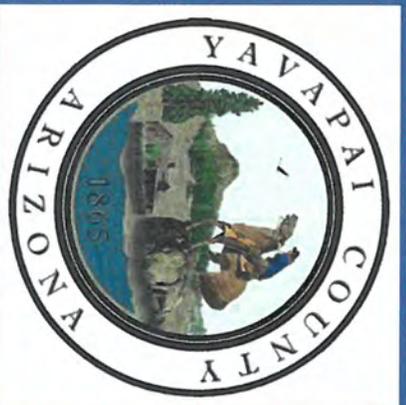
Prepared for DGB
March, 2022



Environmental Scan Highlights



Demographics



Politics

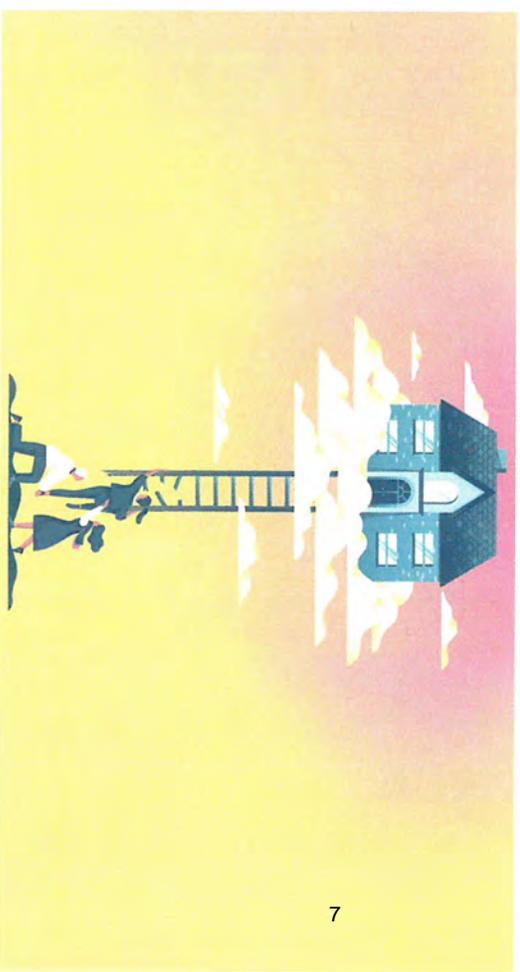
- AZ Legislature gives community colleges to award Baccalaureate degrees



- State funding for community colleges has transitioned to “strings attached”
 - Prop 301
 - STEM
 - Prop 207

Economy & Workforce

33.6%



Current County Workforce

- 25 Largest Jobs Represent 42% County Workforce
- Only some pay Living Wage
- Even fewer require college to enter work force

Description	2026 Jobs
Retail Salespersons	3,235
Fast Food and Counter Workers	2,363
Home Health and Personal Care Aide: Cashiers	2,355
Maid and Housekeeping Cleaners	2,114
Waiters and Waitresses	1,852
Office Clerks, General	1,803
Registered Nurses	1,743
Cooks, Restaurant	1,694
General and Operations Managers	1,626
Secretaries and Administrative Assistants	1,571
Construction Laborers	1,414
Landscaping and Groundskeeping Workers	1,407
Customer Service Representatives	1,293
Janitors and Cleaners, Except Maids and Heavy and Tractor-Trailer Truck Drivers	1,142
Postsecondary Teachers	1,107
Laborers and Freight, Stock, and Material Handlers and Order Fillers	1,101
Nursing Assistants	1,049
Carpenters	1,036
Bookkeeping, Accounting, and Auditing	1,003
Maintenance and Repair Workers, General	948
First-Line Supervisors of Retail Sales Workers	918
Childcare Workers	917
	900
	890
	774

YC's Role: Preparing Tomorrow's Workforce

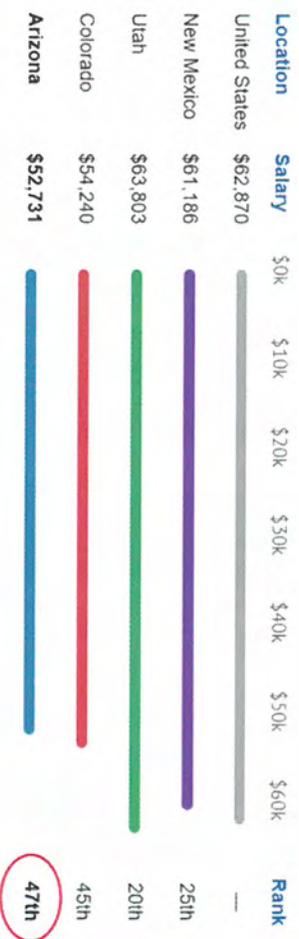
- Living Wage Jobs requiring College to enter workforce
 - Top 25 in County
- State Living Wage Jobs include
 - Graphic Designers
 - Phlebotomists
 - Radiologic Technicians
 - CNT
 - Electronic Technician
 - Airline Pilots
- National Living Wage Jobs include
 - Film production

Description	2026 Jobs	Median Annual Earnings	Typical Entry Education	Level	Automation Index
Heavy and Tractor-Trailer Truck Drivers	1,101	\$ 37,457	Postsecondary	nondegree	110.1
Nursing Assistants	948	\$ 33,446	Postsecondary	nondegree	97.0
Bookkeeping, Accounting, and Auditing Clerks	917	\$ 37,419	Some college, no degree		103.6
Automotive Service Technicians and Mechanics	680	\$ 42,667	Postsecondary	nondegree	105.9
Medical Assistants	502	\$ 33,895	Postsecondary	nondegree	97.3
Heating, Air Conditioning, and Refrigeration Technicians	358	\$ 41,618	Postsecondary	nondegree	113.0
Licensed Practical and Licensed Vocational Nurses	321	\$ 57,466	Postsecondary	nondegree	84.8
Emergency Medical Technicians and Paramedics	306	\$ 35,194	Postsecondary	nondegree	83.7
Firefighters	298	\$ 36,736	Postsecondary	nondegree	100.6
Dental Assistants	297	\$ 36,020	Postsecondary	nondegree	97.5
Computer User Support Specialists	255	\$ 50,022	Some college, no degree		82.9
Massage Therapists	222	\$ 37,903	Postsecondary	nondegree	86.5
Medical Dosimetrists, Medical Records Specialists	165	\$ 43,745	Postsecondary	nondegree	92.1
Manicurists and Pedicurists	161	\$ 33,716	Postsecondary	nondegree	102.2
Respiratory Therapists	178	\$ 59,176	Associate's degree		93.2
Veterinary Technologists and Technicians	169	\$ 35,926	Associate's degree		90.7
Forest and Conservation Technicians	140	\$ 34,794	Associate's degree		75.5
Paralegals and Legal Assistants	119	\$ 42,061	Associate's degree		89.4
Registered Nurses	1,684	\$ 80,229	Bachelor's degree		85.3
General and Operations Managers	1,571	\$ 67,172	Bachelor's degree		82.2
Accountants and Auditors	615	\$ 65,033	Bachelor's degree		93.1
Personal Service Managers, All Other, Entry-Level	539	\$ 45,581	Bachelor's degree		84.5

Education

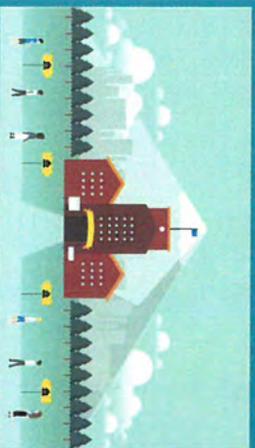
High Schools are Resource-deprived

SECONDARY SCHOOL TEACHERS



- Low pay and high cost of living create staffing challenges for k-12
 - Creates Turnover
 - Limits Dual

Education



College
Competition
has become
fierce



Technology



- Remote learning and remote work are here to stay
- Augmented Reality and Virtual Reality have come to the classroom



Strategic Plan

- Sub Plans
 - Academic
 - Development
 - Economic
 - Facilities
 - Financial
 - HR
 - Marketing & Recruitment
 - Retention
 - Technology

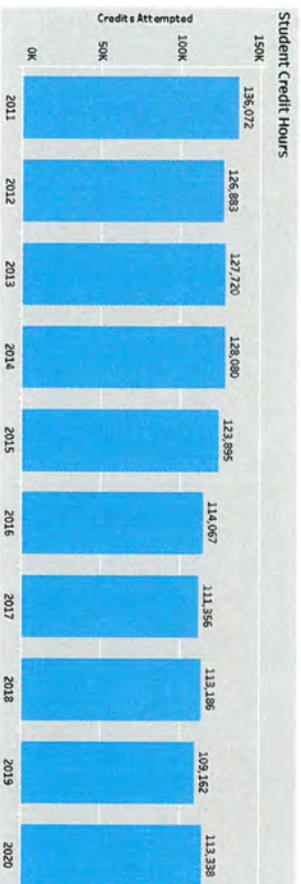


- Goals, Initiatives & Strategic Actions that may impact CMP

- Belonging
- Living Wage
 - 4-year degree
 - Expand non-credit workforce training that leads to living wage
- Adult Learners
 - Single stop: non-academic support
 - Increase Hispanic enrollments
- Delivery
 - Enhance online learning pedagogy

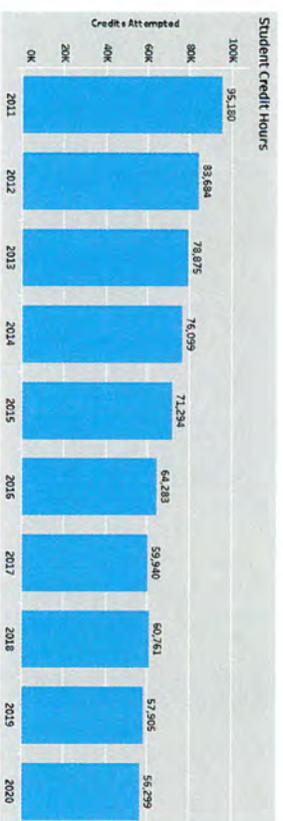


Building Utilization and Capacity



- 17% shrink in enrollments pre-COVID
- Improving economy = less enrollments
- Campus 28% less utilized than national peers

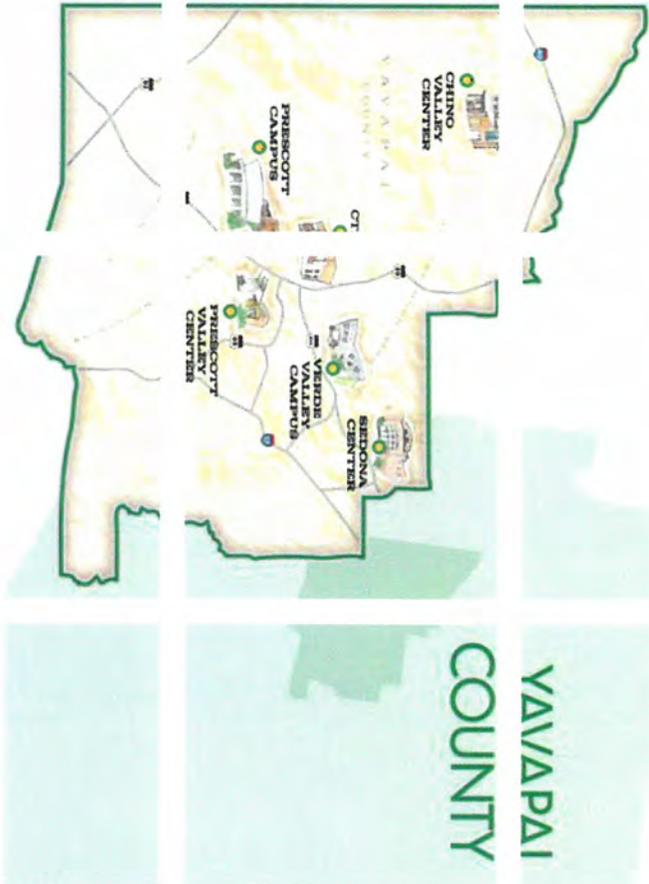
- 41% shrink in enrollments when looking at actual on-campus traffic
 - Low classroom & lab utilization
 - Low seat fill rate
- Change in how students access YC classes
 - Online
 - High Schools





Capital

BUDGET



DRAFT Debt

RETIREMENT OF INDEBTEDNESS PLANT FUND EXPENDITURES AND OTHER DEDUCTIONS

	Final Maturity	2020-2021 Actual	2021-2022 Budget	2022-2023 Proposed	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
RETIREMENT OF INDEBTEDNESS						
Retirement of Indebtedness (Principal)						
General Obligation Bonds - 2012 Refunding	7/1/2022	\$ 1,705,000	\$ 470,000	\$ -	(470,000)	-100.0%
General Obligation Bonds - 2011 Refunding	7/1/2021	495,000	-	-	-	0.0%
Total General Obligation Bonds		2,200,000	470,000	-	(470,000)	-100.0%
Pledged Revenue Obligations	7/1/2021	4,975,000	-	-	-	0.0%
Revenue Refunding Bonds - 2021	7/1/2025	80,000	1,330,000	825,000	(505,000)	-38.0%
Revenue Bonds - 2013	7/1/2028	330,000	340,000	350,000	10,000	2.9%
Sub-total Retirement of Indebtedness		\$ 7,585,000	\$ 2,140,000	\$ 1,175,000	(965,000)	-45.1%
Interest on Indebtedness						
General Obligation Bonds - 2012 Refunding		\$ 69,950	\$ 18,800	\$ -	(18,800)	-100.0%
General Obligation Bonds - 2011 Refunding		19,800	-	-	-	0.0%
Total General Obligation Bonds		89,750	18,800	-	(18,800)	-100.0%
Pledged Revenue Obligations		143,250	-	-	-	0.0%
Revenue Refunding Bonds - 2021		8,550	35,800	27,100	(8,700)	-24.3%
Revenue Bonds - 2013		70,900	62,800	54,500	(8,300)	-13.2%
Sub-total Interest on Indebtedness		\$ 312,450	\$ 117,400	\$ 81,600	(35,800)	-30.5%
Bank Fees		2,100	3,500	1,500	(2,000)	-57.1%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS - RETIREMENT OF INDEBTEDNESS		\$ 7,899,550	\$ 2,260,900	\$ 1,258,100	(1,002,800)	-44.4%

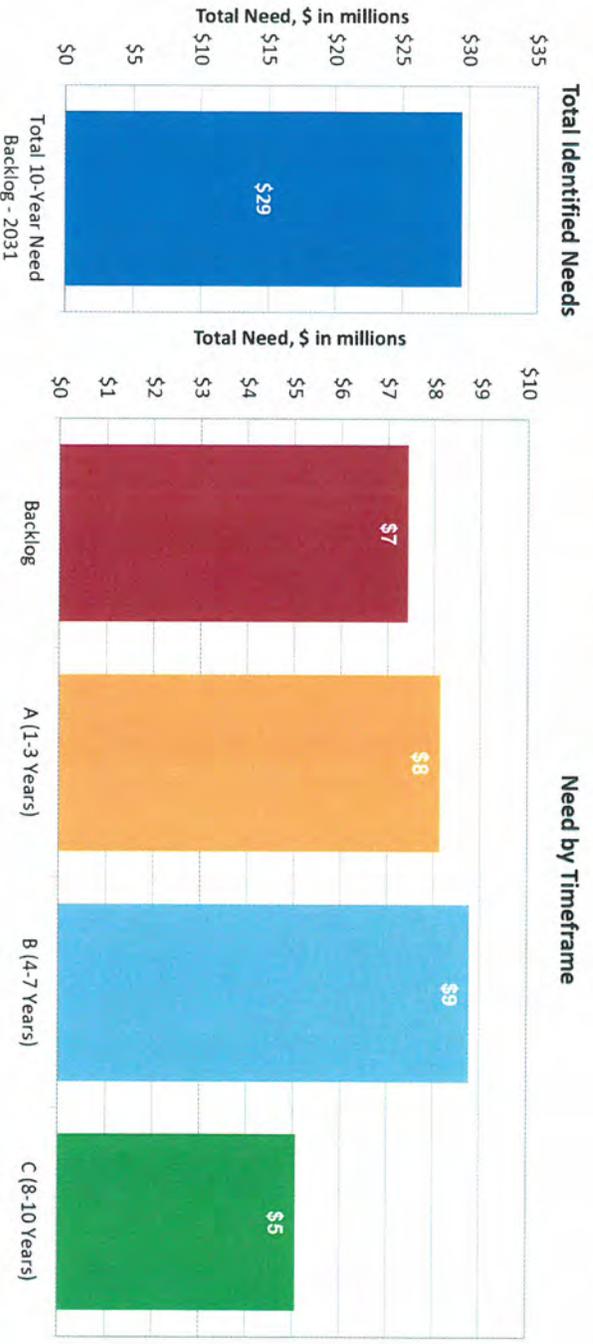
Draft Plant

DRAFT

	<u>2020-2021</u> <u>Actual</u>	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
UNEXPENDED PLANT FUND					
Buildings/Infrastructure					
Planned Maintenance	\$ 3,139,900	\$ 3,974,000	\$ 3,974,000	-	0.0%
Unplanned Maintenance	132,800	275,600	275,600	-	0.0%
Capital Improvement Projects (CIP)	4,357,000	2,195,000	1,523,000	(672,000)	-30.6%
Equipment					
Equipment	2,222,725	2,091,000	2,153,900	62,900	3.0%
Furniture and Fixtures	144,400	257,500	257,500	-	0.0%
Library Books	96,700	98,700	98,700	-	0.0%
Contributions to Capital Projects					
Accumulation Account - Future Projects	-	-	60,300	60,300	100.0%
Capital Contingency	-	762,500	762,500	-	0.0%
TOTAL EXPENDITURES - UNEXPENDED PLANT FUNDS					
	\$ 10,093,526	\$ 9,654,300	\$ 9,105,500	\$ (548,800)	-5.7%

Planned Maintenance

Total 10-Year Need by Timeframe



© 2022 The Gordian Group, Inc. All Rights Reserved.

5

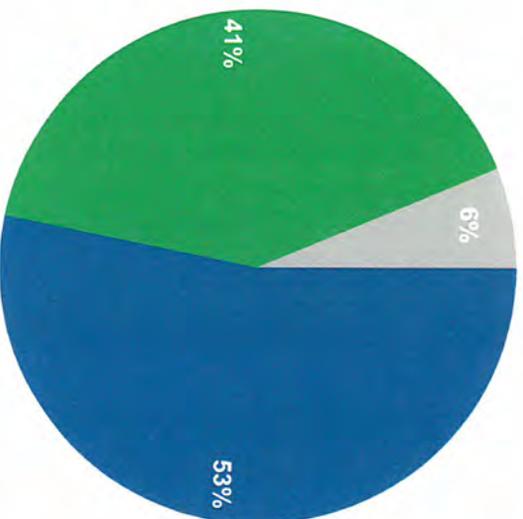


Planned Maintenance

Categories of Projects Identified in Assessment



2021 Project Category



■ Repair/Maintenance ■ Modernization ■ Infrastructure

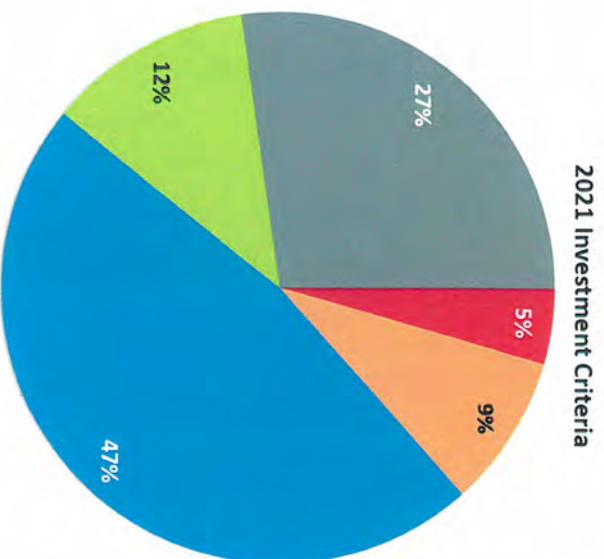
© 2022 The Gordian Group, Inc. All Rights Reserved.

6



Planned Maintenance

Identified Needs by Investment Criteria



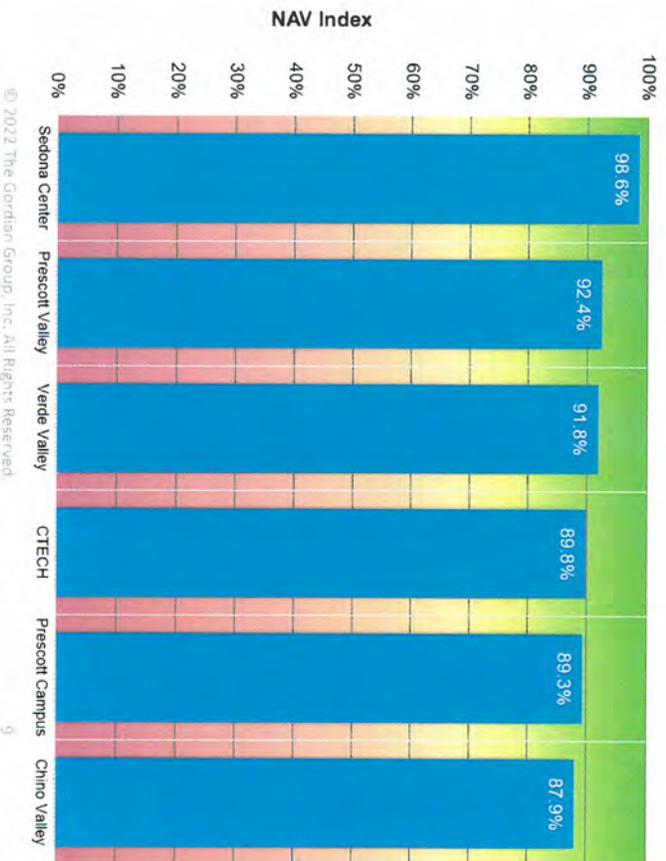
■ Reliability ■ Safety/Code ■ Asset Preservation ■ Economic Opportunity ■ Program Improvement

© 2022 The Gordian Group, Inc. All Rights Reserved.



Measuring Results

Net Asset Value by Campus Area



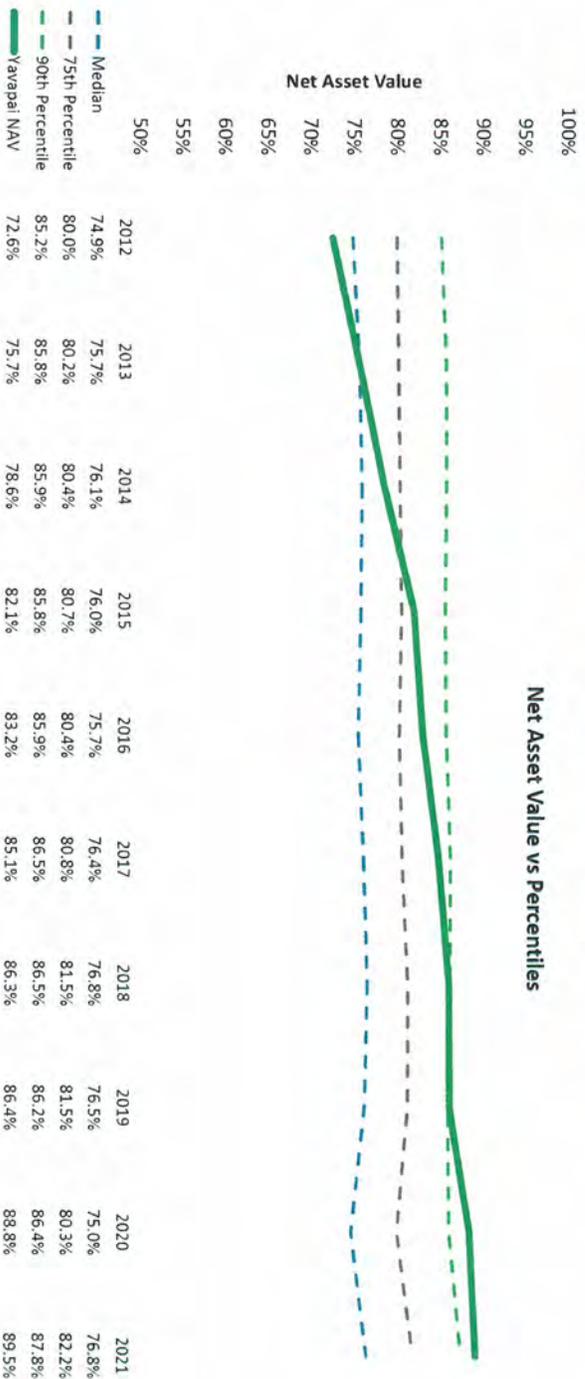
Investment Strategy

- "Keep Up" Stage:** Primarily new or recently renovated buildings with sporadic building repair & life cycle needs
- Balanced Profile Stage:** Buildings are beginning to show their age and may require more significant investment and renovation on a case-by-case basis
- "Catch Up" Stage:** Buildings require more significant repairs; major building components are in jeopardy of complete failure; large-scale capital infusions or renovations are inevitable
- Transitional/Gut Renovation/Demo Stage:** Major buildings components are in jeopardy of failure. Reliability issues are widespread throughout the building.



Best In Class Performance

Yavapai NAV versus Database Percentiles



© 2022 The Gordian Group, Inc. All Rights Reserved

12





**BUDGET FOR FY2022-2023
FIVE-YEAR BUILDINGS AND GROUNDS PLANNED MAINTENANCE PLAN**

DRAFT Planned/ Unplanned

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Actual	Budget	Proposed				
Unplanned Maintenance	\$ 132,841	\$ 275,600	\$ 275,600	\$ 275,600	\$ 275,600	\$ 275,600	\$ 275,600
Planned Maintenance Total	3,139,900	3,974,000	3,974,000	3,974,000	3,974,000	3,974,000	3,974,000
TOTAL MAINTENANCE	\$ 3,272,741	\$ 4,249,600					

	FY 2022-23						
	Proposed						
Planned Maintenance by Project							
Prescott Campus, Bldg 1	25,000						Replace computer room air conditioner, air cooled.
Prescott Campus, Bldg 2	169,000						Replace roof mounted exhaust fan, Replace air conditioner DX, Replace incandescent lighting fixture.
Prescott Campus, Bldg 3	359,000						Replace incandescent lighting fixture, Replace air conditioner (3) DX, Replace Controls, Replace pipe and fittings.
Prescott Campus, Bldg 4	359,000						Replace air conditioner (3) DX, Replace Controls, Replace pipe and fittings.
Prescott Campus, Bldg 5	20,000						Replace air purifier, Replace hood mounted exhaust fan.
Prescott Campus, Bldg 11	65,000						Replace incandescent lighting fixture, Replace acoustic tile ceiling, Replace plaster ceiling, Replace carpet
Prescott Campus, Bldg 12	94,000						Replace window screen (small window), Replace window (medium), Replace incandescent lighting fixture, Replace carpet, Replace secondary transformer.
Prescott Campus, Bldg 16	7,000						Replace exterior door.
Prescott Campus, Bldg 19	390,000						Replace air conditioner (5) DX, Replace & finish wood
Prescott Campus, Bldg 20	88,000						Replace Chiller - Package Unit, Replace carpet, Refinish acoustic tile ceiling, Replace secondary transformer.
Prescott Campus, Bldg 28	58,000						Replace air conditioner (2) DX, Replace Controls.
Prescott Campus, Bldg 30	75,000						Replace Controls, Replace carpet.
Prescott Campus, Bldg 32	50,000						Replace Controls.
Prescott Campus, Bldg 33	151,000						Replace window screen (small window), Replace window (medium), Replace window (small), Replace Controls
Prescott Valley Campus, Bldg 40	39,000						Replace fan coil unit.
Chino Valley Campus, Bldg 55	31,000						Replace Chiller - Package Unit (2), Replace & finish wood clipboards, Replace acoustic tile ceiling, Replace carpet, Replace vinyl tile flooring.
Chino Valley Campus, Bldg 56	5,000						Replace compressor tank and system.
Chino Valley Campus, Bldg 57	79,000						Replace air conditioner, DX, Replace boiler, gas.
Chino Valley Campus, Bldg 58	2,000						Replace air conditioner, DX.
CTEC Campus, Bldg 70	979,000						Replace & finish wood clipboards, Replace Chiller - Package Unit (5), Replace unit heater, Replace evaporative condenser, Replace furnace, gas.
Prescott Campus, Grounds	929,000						Repair retaining art ranch-rock basket wall, Repair parking lot L near Marcela, Address Concrete Prescott, Add lighting to Sculpture Garden, Address leaking at building 2 tunnel, Widen road and convert to asphalt from bottom of building 3 to top of building 3, Replace concrete in circle between 19 and 21.
Planned Maintenance Totals	\$ 3,139,900	\$ 3,974,000					





Draft Equipment

FIVE YEAR EQUIPMENT PLAN

Major Business Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Actual	Budget	Proposed				
Career & Technical Education	\$ 702,998	\$ 243,850	\$ 349,480	\$ 315,830	\$ 418,280	\$ 210,505	\$ 291,005
Arts & Humanities	45,869	20,855	80,850	98,578	74,980	78,200	75,900
Sciences, Nursing, Allied Health, HPER	168,058	227,762	312,664	429,840	490,554	269,446	205,997
Public Safety	22,617	63,400	92,500	103,685	87,906	68,163	72,458
Digital Media, Viticulture & Culinary	9,212	36,261	45,464	65,410	48,960	34,710	76,585
Instructional Support	-	20,650	19,717	22,285	13,000	22,700	17,925
CISCO	14,692	26,000	22,000	19,000	25,000	23,000	22,000
Student Activities	1,868	-	-	-	-	-	-
Information Technology Services	896,183	963,300	1,023,833	1,029,418	1,040,065	1,045,762	1,056,526
Business Services	74,241	43,022	110,977	93,979	28,956	24,989	108,954
Facilities - All	219,010	182,000	197,500	193,000	197,000	207,000	195,000
District Safety	22,337	50,000	15,000	15,000	15,000	15,000	15,000
Campus Safety	6,899	5,700	8,340	5,800	5,400	2,000	1,600
Marketing	-	-	-	-	-	10,000	-
Athletics	20,991	15,000	215,000	15,000	15,000	15,000	15,000
Auxiliary Enterprises	17,749	148,100	153,575	140,675	149,600	149,025	147,550
Contingency	-	45,100	-	-	-	178,000	123,000
Transfer Expenses to Restricted Fund - Prop. 301	\$ -	\$ -	\$ (493,000)	\$ (329,000)	\$ (325,000)	\$ -	\$ -
Total Equipment	\$ 2,222,725	\$ 2,091,000	\$ 2,153,900	\$ 2,218,500	\$ 2,284,700	\$ 2,353,500	\$ 2,424,500



DRAFT Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan Projects - Description	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Libraries (P/ VV)	\$ 660,000	\$ 6,600,000	\$ 1,320,000	\$ -	\$ -
Wraparound Services (P/ VV)	-	252,000	2,520,000	4,000,000	800,000
Nursing/ Allied Health	-	-	400,000	177,100	1,771,000
Recreation/ Athletics (Prescott)	-	-	-	-	-
Verde Valley Skilled Trades Center	450,000	4,500,000	200,000	-	-
Commercial Driving Track (Chino)	200,000	-	-	-	-
Campus Signage/Marquee (VV)	150,000	-	-	-	-
Contingency	63,000	467,600	222,000	227,750	128,550
Transfer Expenses to Restricted Fund - STEM/Prop. 301	-	-	-	-	-
Total Capital Projects	\$ 1,523,000	11,819,600	4,662,000	4,782,850	2,699,550
Revenue Sources					
Capital Project Accumulation Account	\$ 1,523,000	\$ 11,819,600	\$ 4,662,000	\$ 4,782,850	\$ 2,699,550
YC Foundation	-	-	-	-	-
Total Revenues	1,523,000	11,819,600	4,662,000	4,782,850	2,699,550
Excess/ (Needed Capital)	\$ -	\$ -	\$ -	\$ -	\$ -

Current Campus Master Plan: Year 8

- Campus Master Plan (CMP)
 - Approved mid FY14
 - Focused on renovating classrooms into other needed spaces
- Plan Evolved
- Total square feet remained flat
- Original Concept Budget \$104M
- Actual to date ~ \$60M
- Equity
 - ~29% of County Population lives in East
 - ~18% of enrollments originate in East
 - ~36% of CIP/PM budgets spent in East

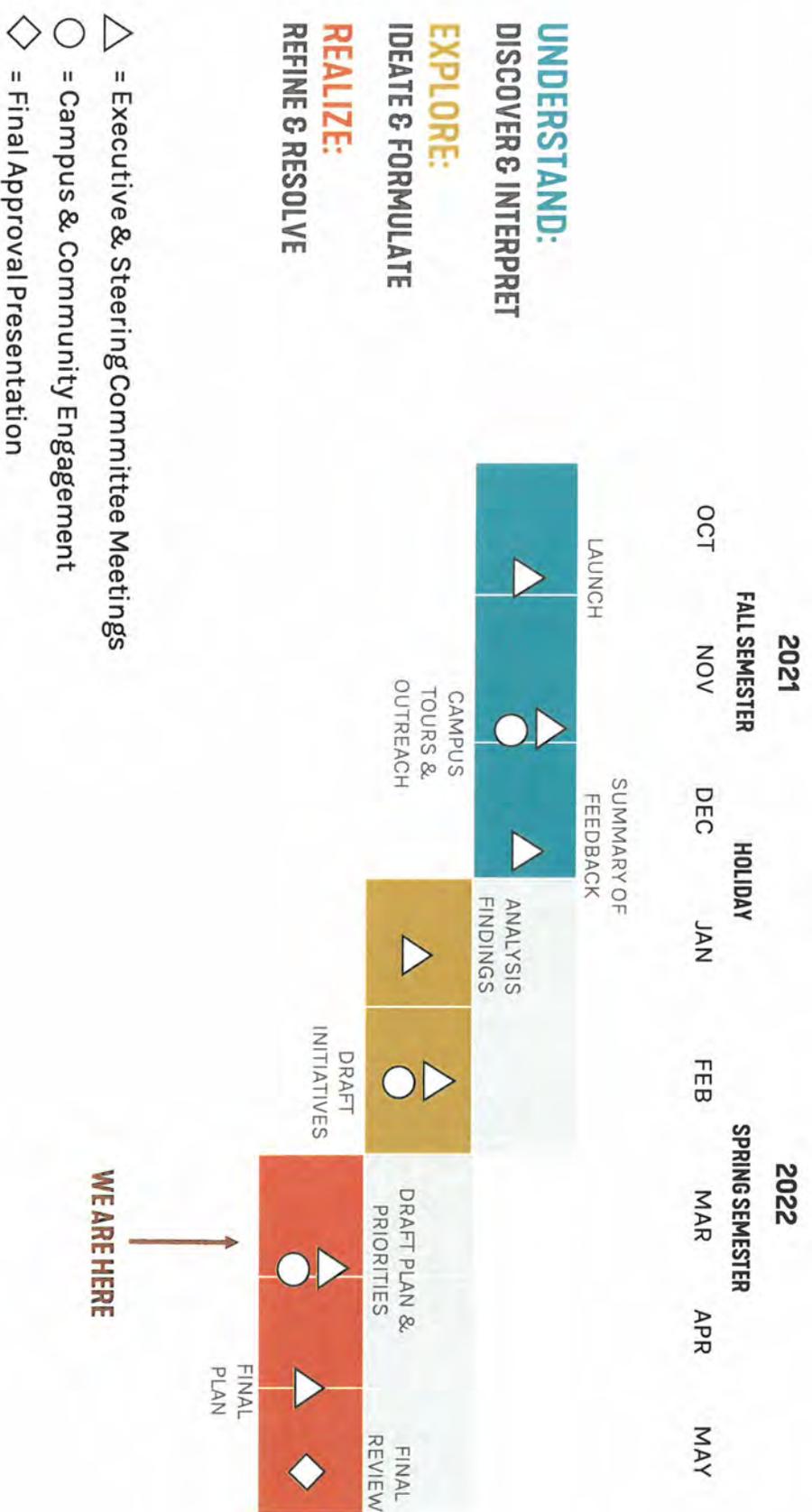


Thanks

YAVAPAI COLLEGE CAMPUS MASTER PLAN

DISTRICT GOVERNING BOARD PRESENTATION

MASTER PLAN SCHEDULE



- △ = Executive & Steering Committee Meetings
- = Campus & Community Engagement
- ◇ = Final Approval Presentation

MASTER PLAN PROCESS UPDATE

ACCOMPLISHED

- OCT. 2021**
- Project Kick-off

- NOV. 2021**
- Data Collection

- DEC. 2021**
- Campus Visit #1: Master Plan Kickoff, Open Forums
 - 24 Stakeholder Interviews
 - Map-My-Yavapai Survey (Dec. 4th, 2021-Jan. 21st, 2022)

- JAN. 2022**
- Survey of Civic Leaders
 - Summarized feedback to Vice Presidents & CHRO

- FEB. 2022**
- Campus Visit #2: Shared findings & sought input on priorities, Open Forums
 - Developed alternative scenarios

UPCOMING

- MAR-APR. 2022**
- Share Draft Plan with DGB
 - Solicit final outreach feedback
 - Develop funding scenarios and incorporate into final budget
 - Campus Visit #3: Alternative Planning Scenarios, Open Forums

- MAY. 2022**
- Final Campus Master Plan Report

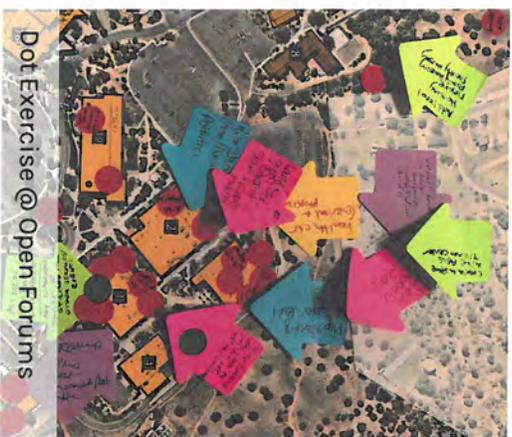
TABLE OF CONTENTS

- 1 STAKEHOLDER OUTREACH
- 2 OVERVIEW OF UTILIZATION
- 3 REGIONAL DEMOGRAPHIC MAPPING (GIS)
- 4 STUDENT ADDRESS MAPPING (GIS)
- 5 SUMMARY OF KEY TRENDS
- 6 CAMPUS MASTER PLAN DRAFT INITIATIVES
- 7 COLLEGE-WIDE PROJECT PRIORITIES

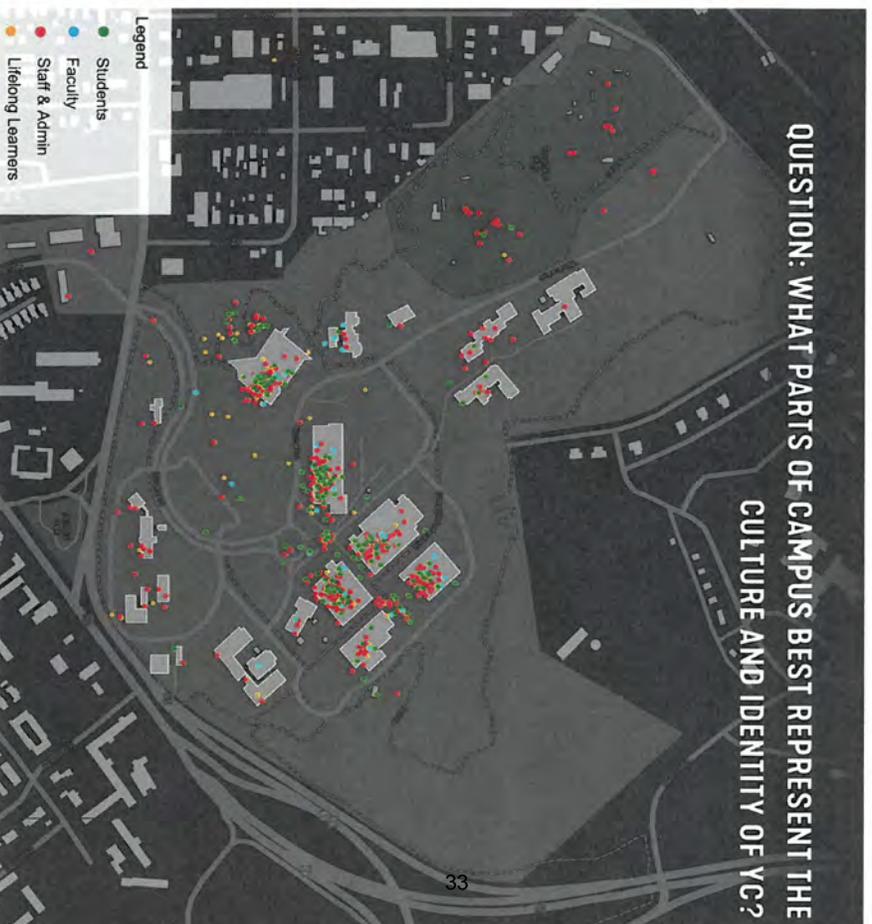
STAKEHOLDER OUTREACH

Map-My-Yavapai Survey
 Respondents:

- Students: 1790
- Faculty: 162
- Staff & Admin: 316
- Lifelong Learners: 243



Dot Exercise @ Open Forums



UTILIZATION METRICS



The efficiency of classrooms and laboratories is measured by two key metrics:

	MON	TUE	WED	THU	FRI	SAT
7:00 AM						
8:00 AM						
9:00 AM						
10:00 AM						
11:00 AM						
12:00 PM						
1:00 PM						
2:00 PM						
3:00 PM						
4:00 PM						
5:00 PM						
6:00 PM						
7:00 PM						
8:00 PM						
9:00 PM						
10:00 PM						

Weekly Room Hours

The average number of hours per week a room is scheduled over a term or semester.

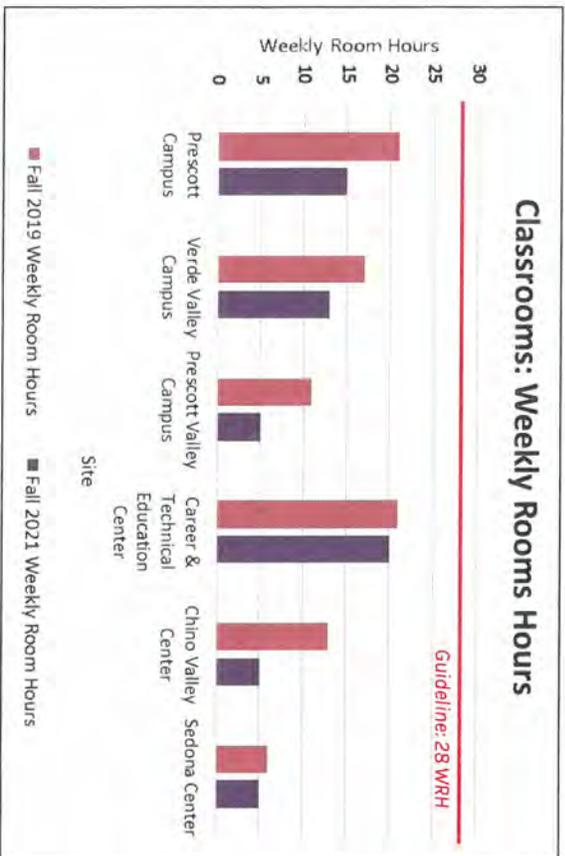


Seat Fill or Occupancy

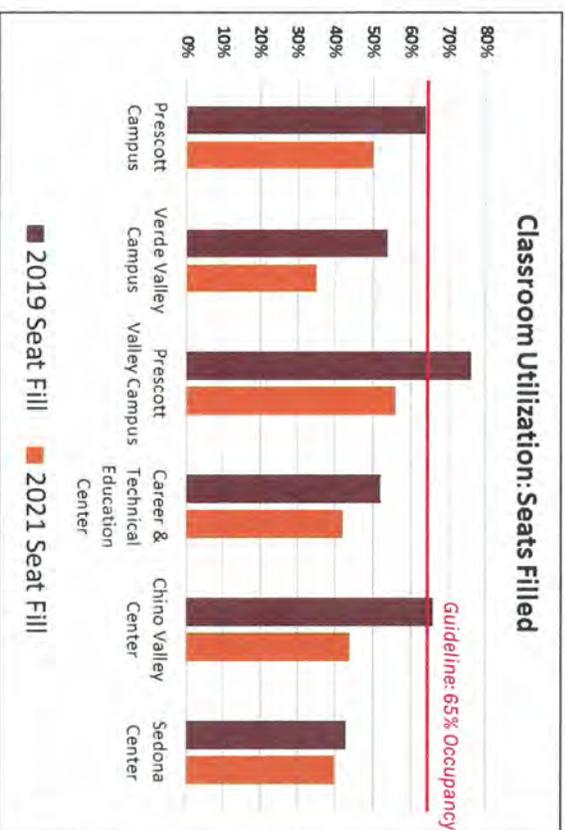
The average percent of seats filled when a room is occupied during scheduled use.

CLASSROOM UTILIZATION BY CAMPUS

FALL 2019 AND 2021



The number of hours that classrooms were used for scheduled instruction has declined between Fall 2019 and Fall 2021, creating a surplus of space at each campus and center location. A typical guideline is 28 hours of use per week.



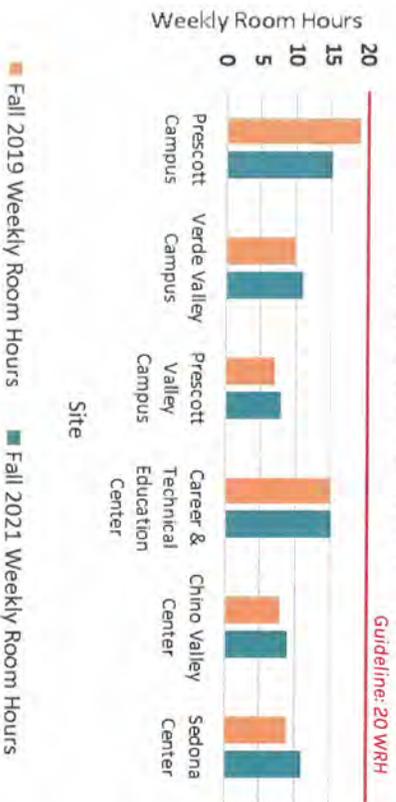
The percentage of seats occupied during scheduled use declined between Fall 2019 and Fall 2021. Most classrooms are oversized based on average course section sizes. A typical guideline is 65% of seats occupied during class time.

TEACHING LAB UTILIZATION TRENDS

ALL LOCATIONS

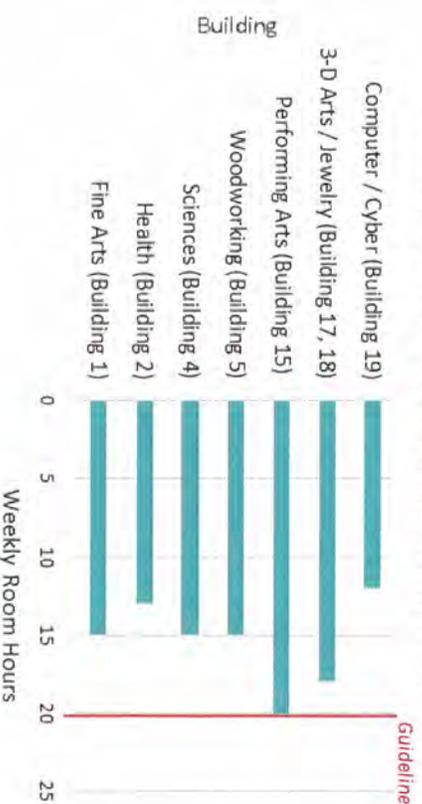
Lab Utilization: Weekly Room Hours

Fall 2019 and Fall 2021



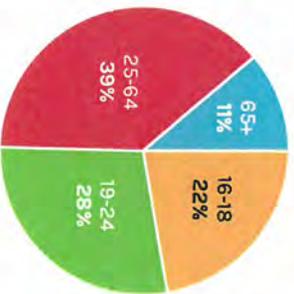
Except for the Prescott Campus, lab utilization for Fall 2021 is equal to or greater than that of Fall 2019. There is ample lab capacity at all locations based on current space guidelines of 20 hours per week of scheduled use.

Prescott Campus Labs: Weekly Room Hours

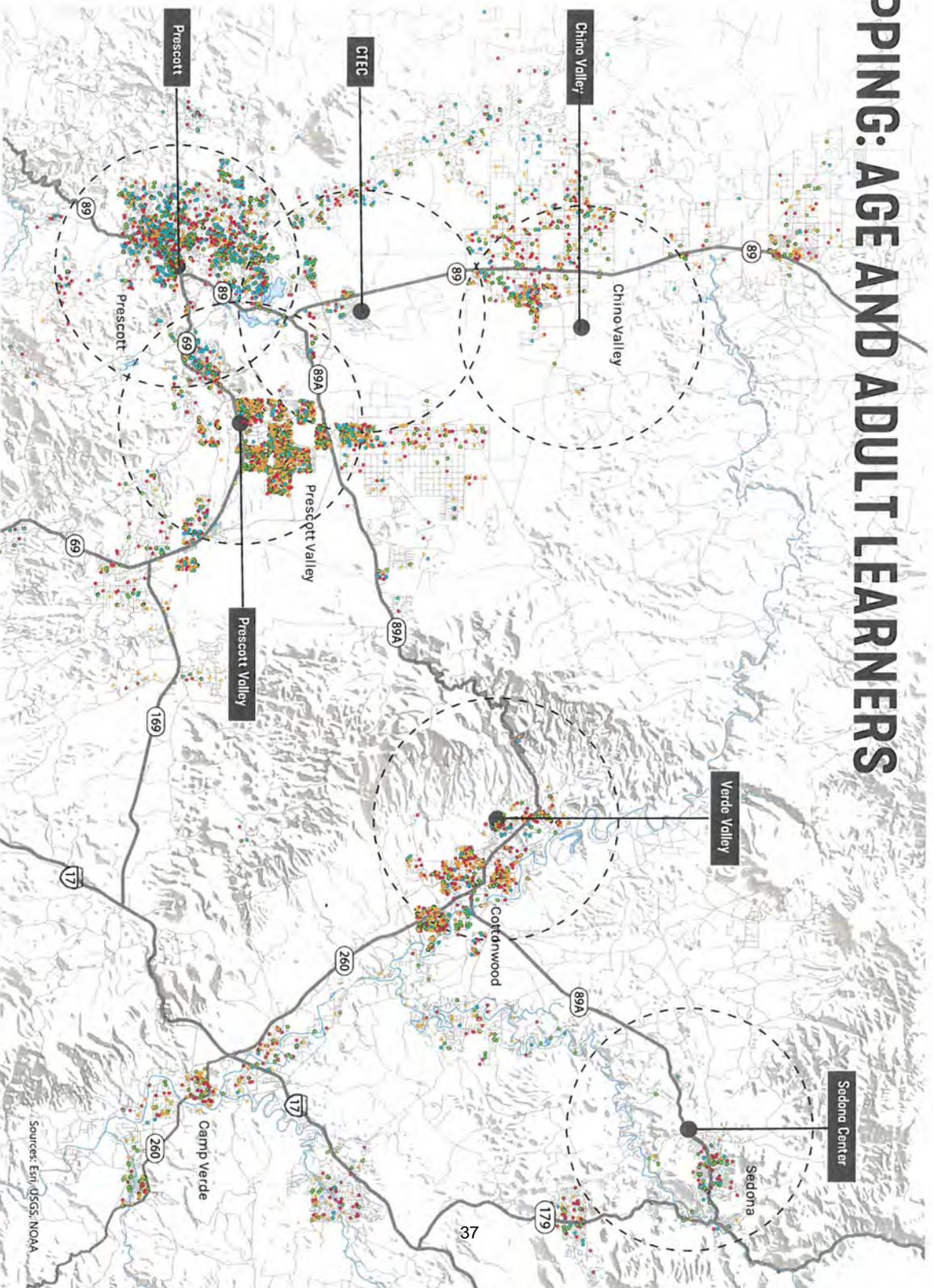


Most labs on the Prescott Campus have capacity for additional course sections and students. The number of computer labs can be reduced as supply exceeds anticipated demand.

STUDENT MAPPING: AGE AND ADULT LEARNERS AGE GROUPS



- Students age was mapped for the fall 2021 semester.
- A greater number of younger students (yellow and green dots) live in Prescott Valley and Cottonwood.
- Many older adult learners (blue dot) live in the Prescott area.



Sources: Esri, DeLorme, NOAA

THE CHANGING LANDSCAPE OF HIGHER EDUCATION

Key Trends that are shaping the YC Campus Master Plan



Hybrid learning spaces are being retooled to accommodate synchronous learning and the ability to capture content



Students want to socially connect and engage in a meaningful way while on campus



More focus on the nonacademic needs of students (supplemental services)



Continuation of virtual student and academic support services that expand access



Not all employees are returning to campus as colleges implement hybrid and remote work policies



Growth in virtual and augmented reality, with integration into the curriculum to simulate real-world experiences.

CAMPUS MASTER PLAN DRAFT PLANNING INITIATIVES

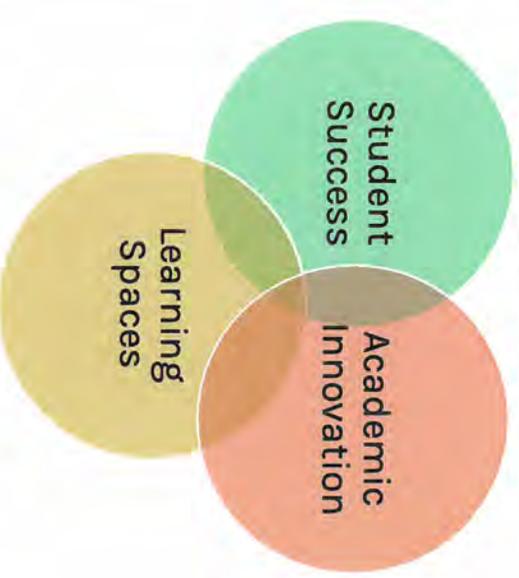
DEVELOPMENT AND CRITERIA

How does YC leverage existing physical space to create a competitive advantage?

A competitive advantage can be secured if the project or initiative:

- Fulfills YC strategic planning goals;
- Secures grants and/or financial resources;
- Enhances retention and completion;
- Generates credit and/or non-credit enrollment;
- Provides opportunity for partnerships and community engagement;
- Engages under-represented and/or nontraditional students.

Competitive Advantage Components



YC STRATEGIC GOALS

FUTURE FOCUSED | COMMUNITY INSPIRED



Belonging

Strengthen our commitment to individual and organizational efforts to build respect, dignity, caring, equality and self-esteem in all employees and students.



Living Wage

Ensure a program mix that prepares graduates to obtain living wage jobs.



Adult Learners

Respond to shifting community and workforce needs to serve adult learners.



Delivery

Redefine time, place, and methods of educational delivery to create a more learner-centric environment.

GOAL 1: BELONGING

CAMPUS SPACE IS NOT NECESSARILY EXPERIENCED IN THE SAME WAY BY ALL GROUPS

In a recent research study, Almost 94% of students agreed that campus space mattered in achieving a sense of belonging.

“Student communities are constructed from a ‘geography of places’, campus spaces which are student friendly and facilitate interactions.”

Spaces and Facilities that Enhance Belonging:

- Social and study spaces
- Spaces that display works of art
- Multicultural Centers
- Prayer / meditation rooms
- Informal Cafes, communal eating / dining spaces
- Outdoor green spaces
- Areas with warm colors and décor
- Libraries with social and quiet areas

Source: *Belonging: The Physical Space of the Campus and How it is Perceived by Students*, Journal of Learning Spaces Volume 10, Number 2, 2021



GOAL 2: LIVING WAGES/SKILLS

ADVANCED TECHNOLOGIES

Eight Major i4.0 Technologies:

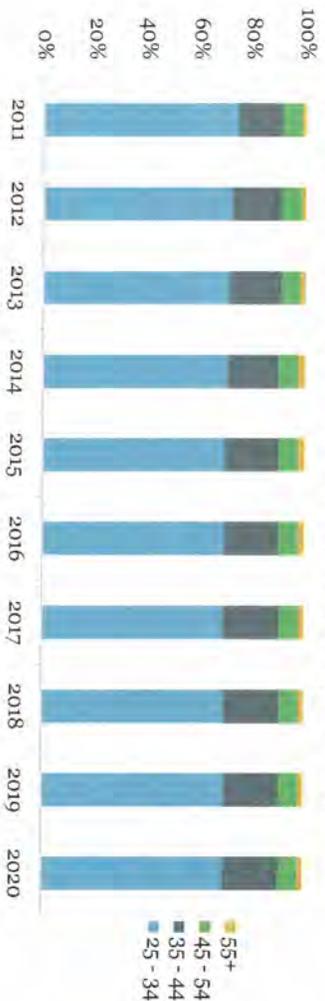
1. Additive Manufacturing (i.e., 3D Printing)
2. Advanced Process Control
3. Artificial Intelligence
4. Augmented Reality / Virtual Reality
5. Automation and Robotics
6. Data Analytics & Data Science
7. Industrial Internet of Things (IIoT)
8. Mechatronics

VR prepares students for real-life situations based on the ability to generate custom scenarios.

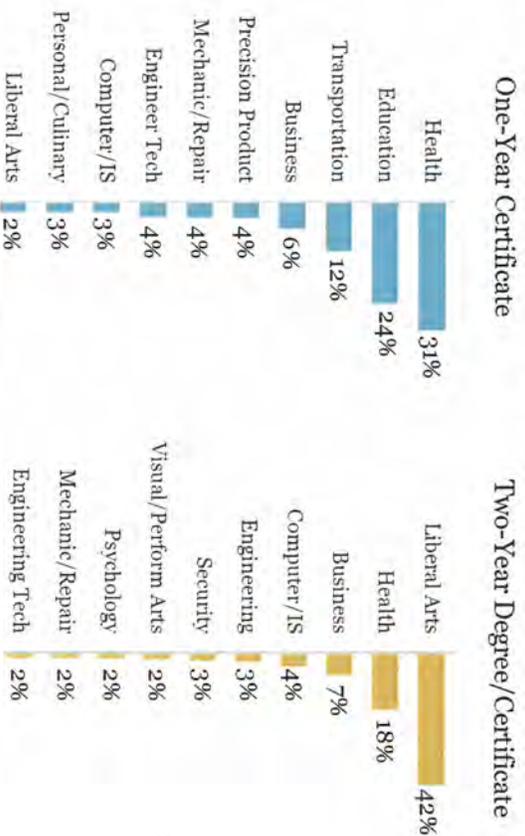


GOAL 3 - ADULT LEARNERS (POST-TRADITIONAL)

U.S. Higher Education Adult Enrollment by Age Group



U.S. Higher Education Adult Graduates - Top 10 Programs



- Adult learners are juggling multiple life roles that present challenges of time for both academic study and participation in campus-based activities
- These commitments increase the likelihood they will look for degree and certificate programs that provide flexibility in time and location for both course completion and for access to key student services

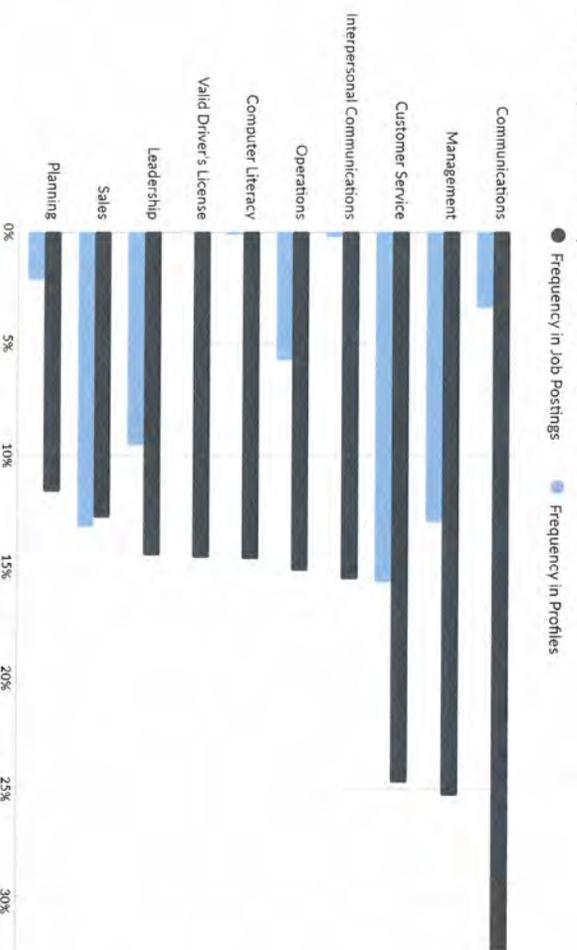
- Top Five Strategies**
- 1) Digital Communication Strategies
 - 2) Flexible Delivery and Course Scheduling
 - 3) Prior Learning Assessment (PLA)
 - 4) Virtual Services and Support
 - 5) Competency-Based Education

Source: <http://educationdynamics.com/post-traditional-college-students-webinar/>

GOAL 4: DELIVERY

Associate Degree Common Skills

Yavapai County Job Postings and Resume Profiles January 2021 - September 2021



- To support the development of common skills, learning spaces need to be intentionally designed to put students into the types of roles and experiences that naturally foster these skills.
- Spaces need to look and operate more like the creative workplaces of today, including meeting spaces for small groups, large groups, collaborative spaces, and individual workspaces.
- The goal is to expose students to what work really looks like through experiential learning opportunities.

COMMON CAMPUS INITIATIVES

PLANNING INITIATIVES BY STRATEGIC GOAL



Belonging
Living Wage
Adult Learners
Delivery

P Prescott
 W Verde Valley
 PV Prescott Valley
 CT CTec
 CV Chino Valley
 S Sedona

PROGRAMMING RELATED INITIATIVES

SORTED BY STRATEGIC GOAL

Prescott	Verde Valley	Prescott Valley	Sedona

	On-Campus Early College High School		
	Nursing Expansion / Simulation Upgrades		
	Workforce Development Program Expansion		
	Allied Health Program Expansion (Phys Ther, Resp Ther, etc.)		
	Workforce Accelerator Project		
	Commercial Truck Driving Course Expansion & CDL Program		
	3D Construction Program Expansion		
	Accommodations for New Program - Distillation of Spirits		
	Electric / Hybrid Vehicle Conversion Space		

UNIQUE CAMPUS/CENTER INITIATIVES

PLANNING INITIATIVES BY STRATEGIC GOAL

	Athletics Fields/ Indoor Space Needs	P
	Testing Room Upgrades	WV
	Laundry Space For Health Programs	PV
	Student Center / Dining Area Upgrades/ Multicultural	P
	Single Stop Space For Wraparound Services, Incl. Drop In Childcare	P WV
	Acoustical/ Technology Upgrades for Meeting Rooms	S
	Media Studio For Tels/ Market/ Film & Media Arts Program	P
	District ITS Workspace/ Front Service Desk	P
	Sedona Performing Arts Center Partnership	S
	District Central Warehouse	P

Belonging

Living Wage

Adult Learners

Delivery

P Prescott
 W Verde Valley
 PV Prescott Valley
 CT CTec
 CV Chino Valley
 S Sedona

OTHER PLANNING INITIATIVES

WARRANT FURTHER ANALYSIS

- 
 Children's Science Museum (3rd party) P
- 
 Hotel Partnership S

Belonging Living Wage Adult Learners Delivery

P Prescott W Verde Valley PV Prescott Valley CT CTC CV Chino Valley S Sedona

TOP PROJECT PRIORITIES

COLLEGE-WIDE

LEARNING / DIGITAL COMMONS

P Media Studio for TALS / Market / Film & Media Arts program

District ITS Workspace / Front Service Desk

Collaboration Areas / Study Spaces for Students

W Testing Room Upgrades

Collaboration Areas / Study Spaces for Students

NURSING / ALLIED HEALTH ENHANCEMENT

PV Laundry space for health programs

Nursing Expansion / Simulation Upgrades

Allied Health Program Expansion (Phys Ther., Resp Ther., etc.)

EARLY COLLEGE PARTNERSHIP

P W On-Campus Early College High School (backfill)

WRAPAROUND SERVICES

P Single Stop Space for wraparound services, incl. Drop-in Childcare

Student Services Onboarding Improvements

Campus Signage / Wayfinding/Parking

Student Center / Dining Area Upgrades / Multicultural Center

W Collaborative Workspace / Office Space Optimization

Single Stop Space for wraparound services, incl. Drop-in Childcare

Student Services Onboarding Improvements

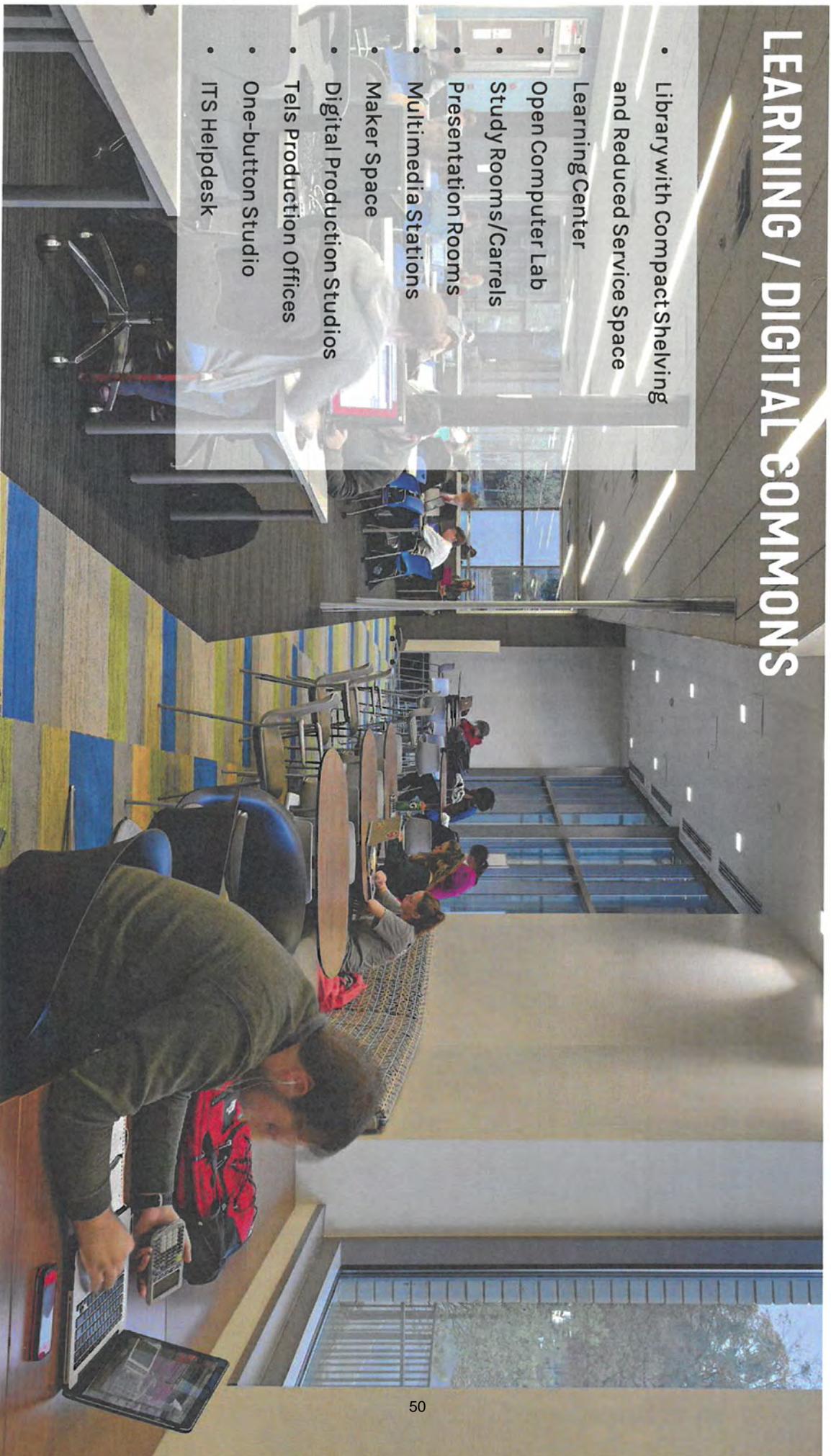
Campus Signage / Wayfinding/Parking

RECREATION / ATHLETICS EXPANSION

P Athletics Fields / Indoor space needs

LEARNING / DIGITAL COMMONS

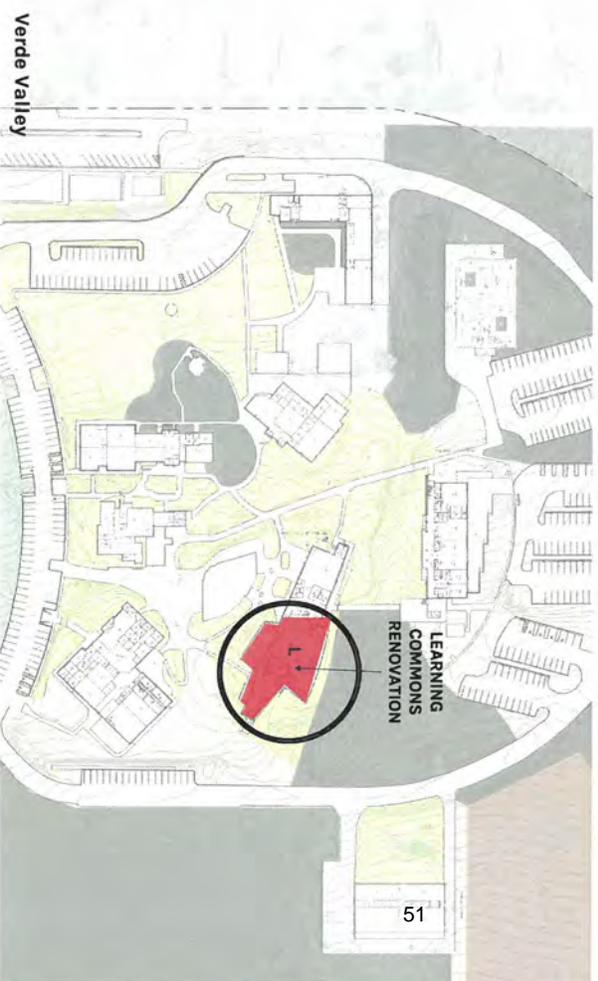
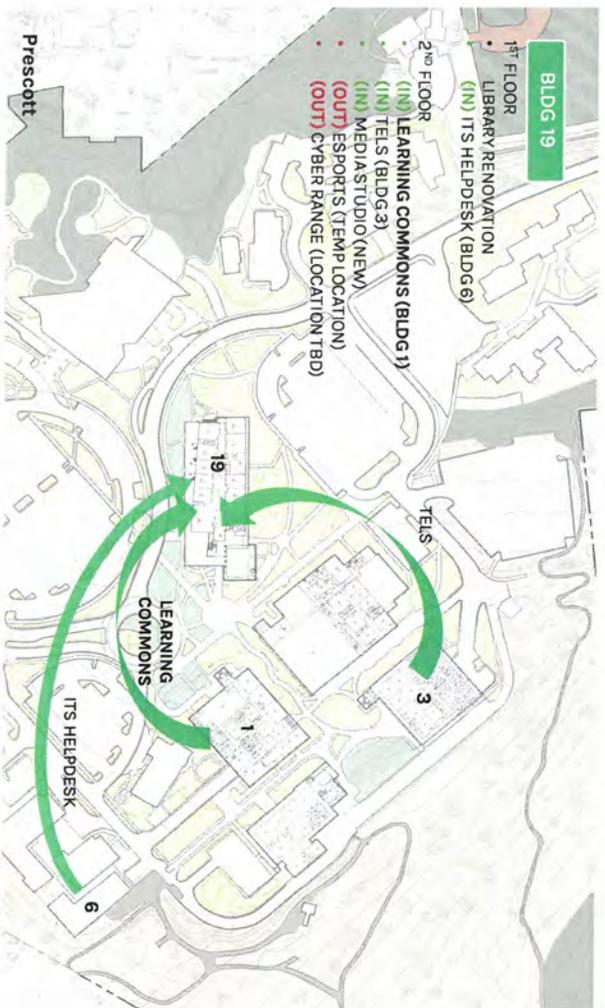
- Library with Compact Shelving and Reduced Service Space
- Learning Center
- Open Computer Lab
- Study Rooms/Carrels
- Presentation Rooms
- Multimedia Stations
- Maker Space
- Digital Production Studios
- Tels Production Offices
- One-button Studio
- ITS Helpdesk



LEARNING / DIGITAL COMMONS

Projects:

- Prescott - Transit Building 19 to Learning Commons.
- Verde Valley - Renovate Learning Commons in Building L.



NURSING / ALLIED HEALTH ENHANCEMENT

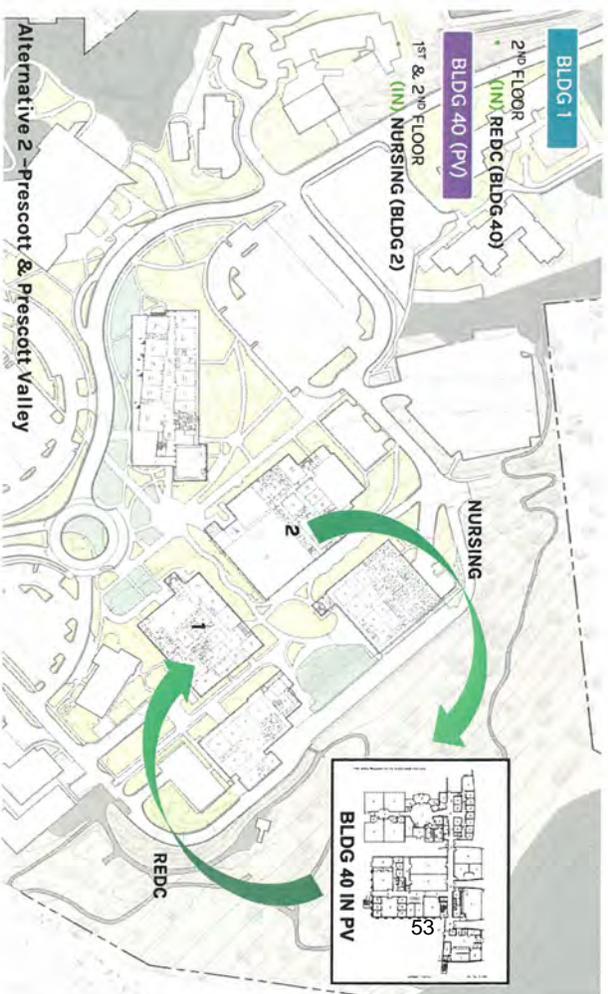
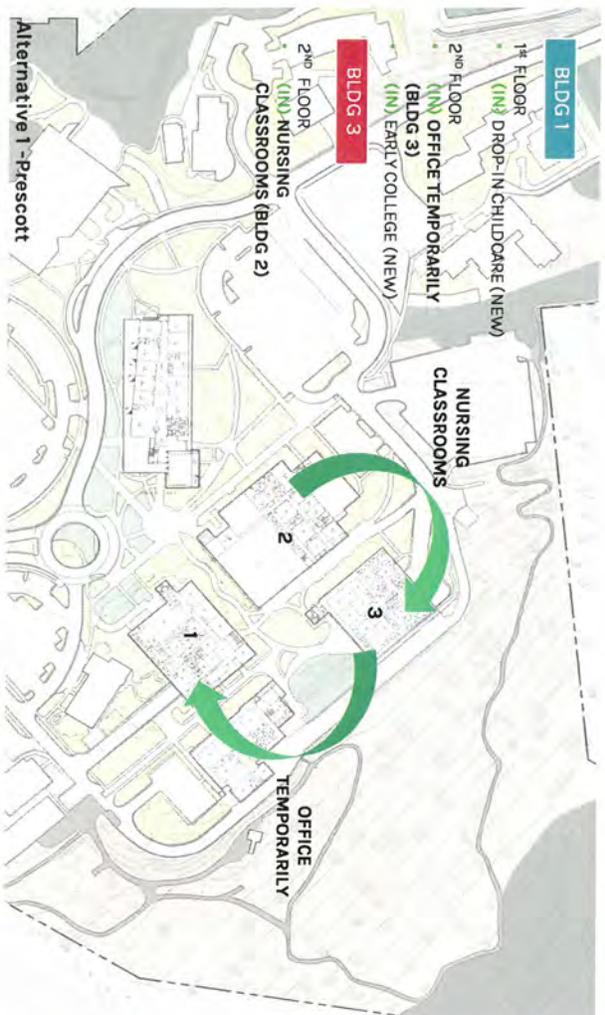
- Renovated Skills Labs
- Interdisciplinary Simulation Labs
- Additional Student Collaboration Space



NURSING / ALLIED HEALTH ENHANCEMENT

Projects:

- Alternative 1: Move Nursing classrooms to Building 3 in Prescott.
- Alternative 2: Move Nursing program to Prescott Valley, to join Allied Health.



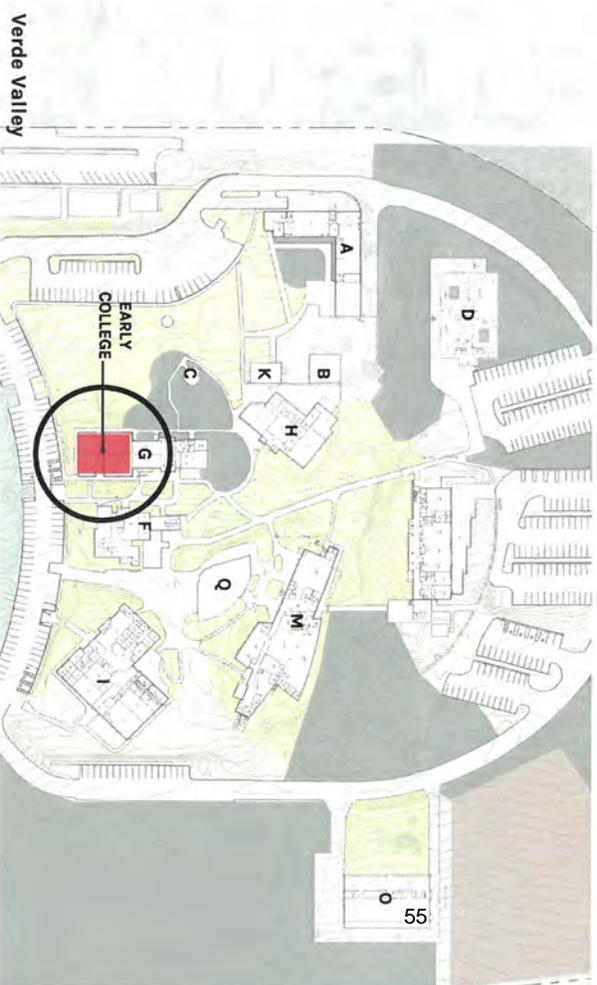
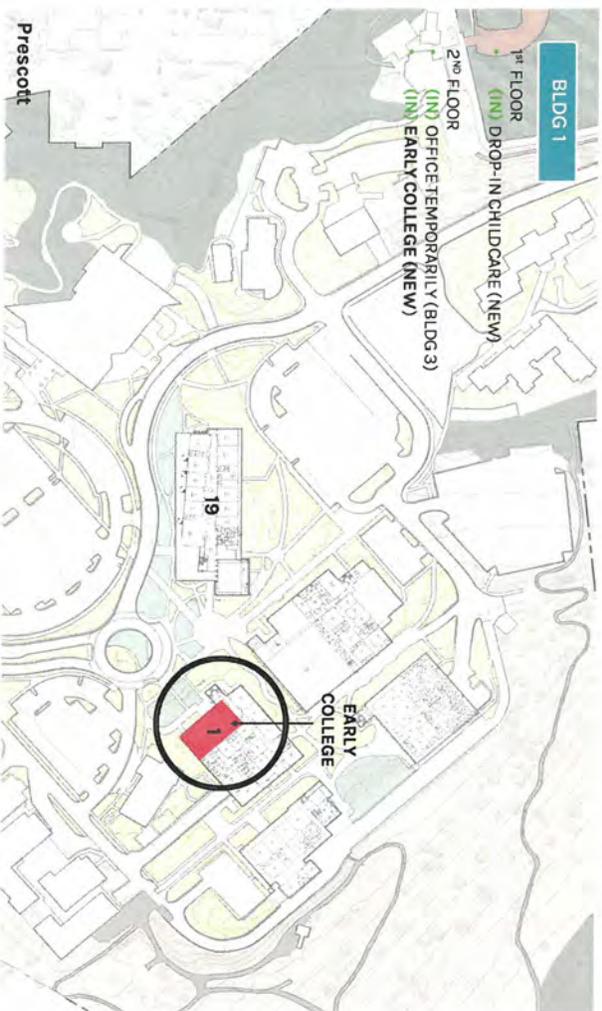
EARLY COLLEGE HIGH SCHOOL PARTNERSHIP



EARLY COLLEGE HIGH SCHOOL PARTNERSHIP

Projects:

- Prescott – Transit the current Learning Center space (moved to Building 19) for Early College use.
- Verde Valley – Repurpose existing underutilized space in Building G for Early College use.



WRAP AROUND SERVICES

Building 1

- Single Shop
 - Food pantry
 - Clothes closet
 - Mental health/ financial Consultation
 - Community Resource Space
 - Lactation room
- Drop-in Childcare

Building 3

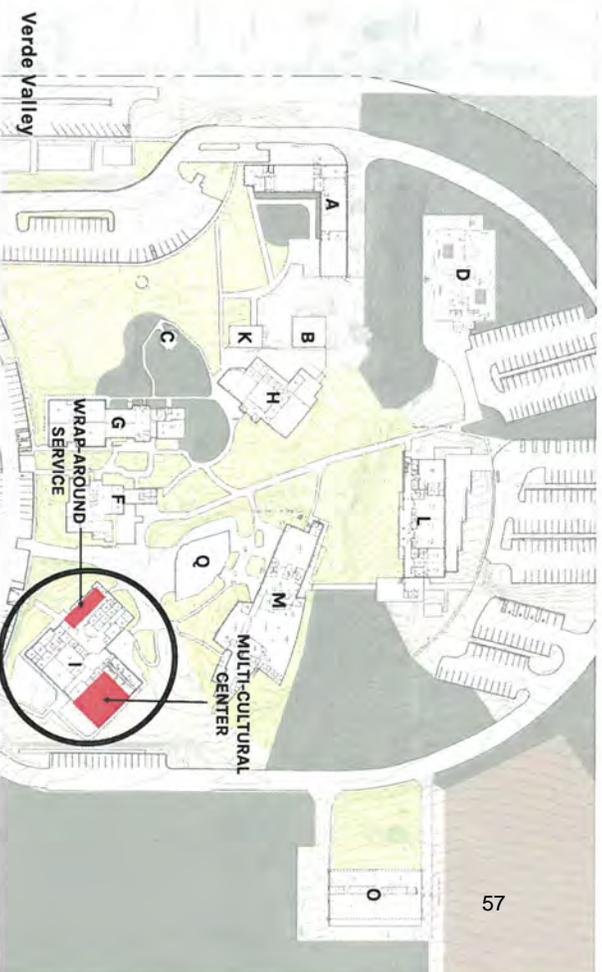
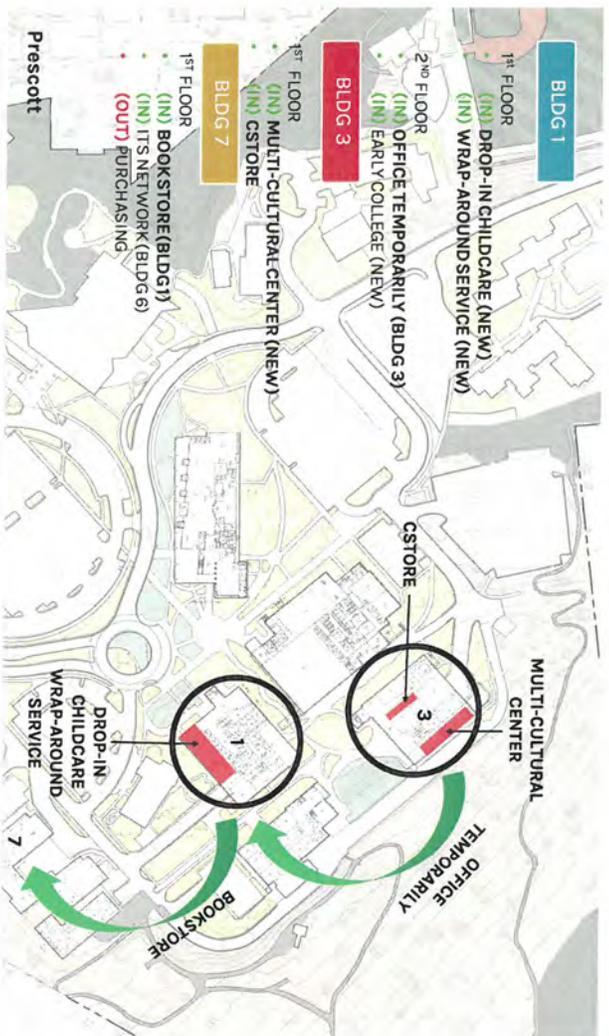
- Multicultural Center
 - Meeting and event space,
 - Exhibit space
 - Cultural and collaboration space
 - Prayer rooms
- C-store



WRAPAROUND SERVICES

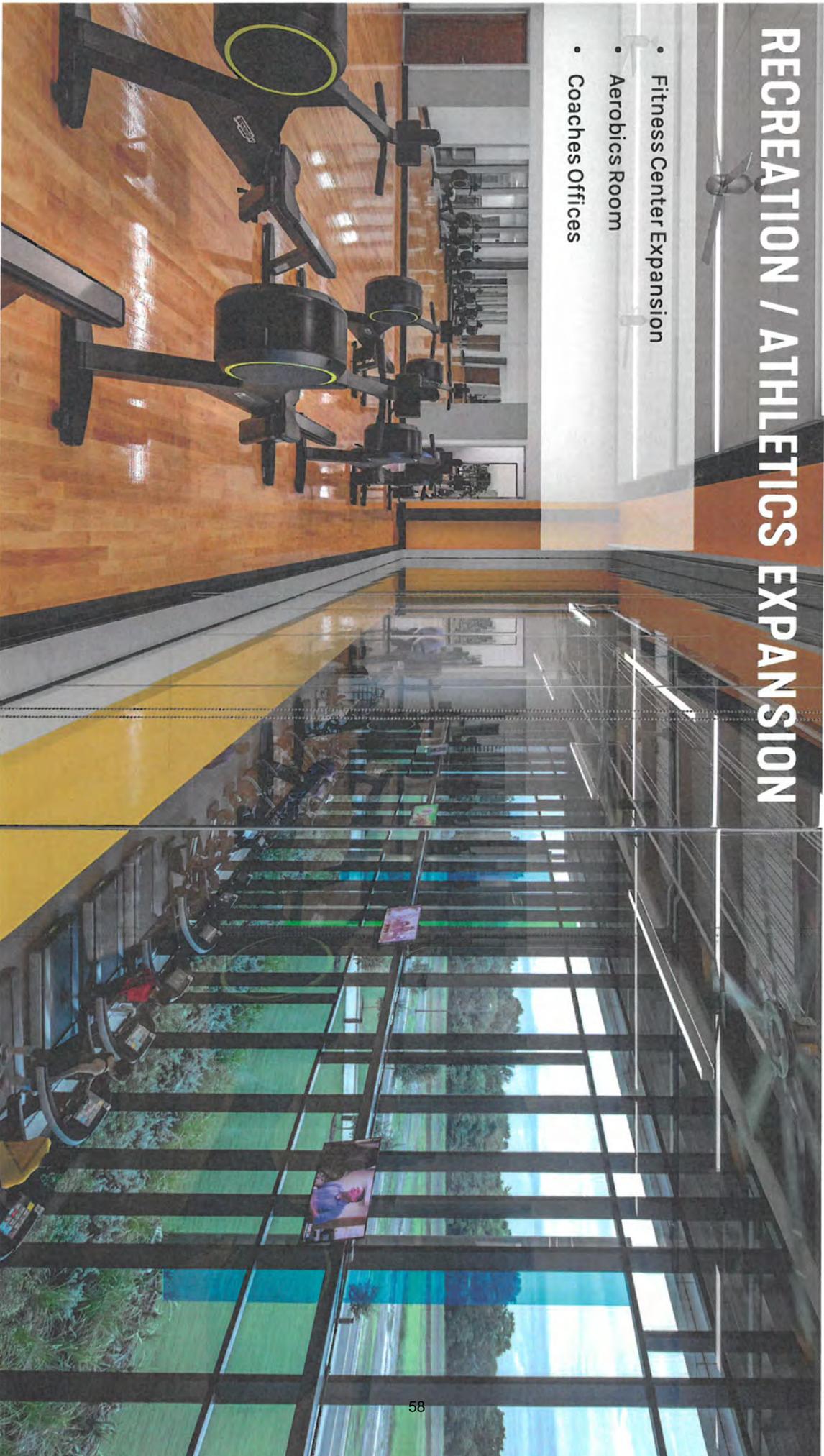
Projects:

- Prescott – Add Single Stop and Drop-in Childcare in Building 1, add Multicultural Center and C-store in Building 3.
- Verde Valley – Add Wraparound service and Multicultural Center in Building I.



RECREATION / ATHLETICS EXPANSION

- Fitness Center Expansion
- Aerobics Room
- Coaches Offices

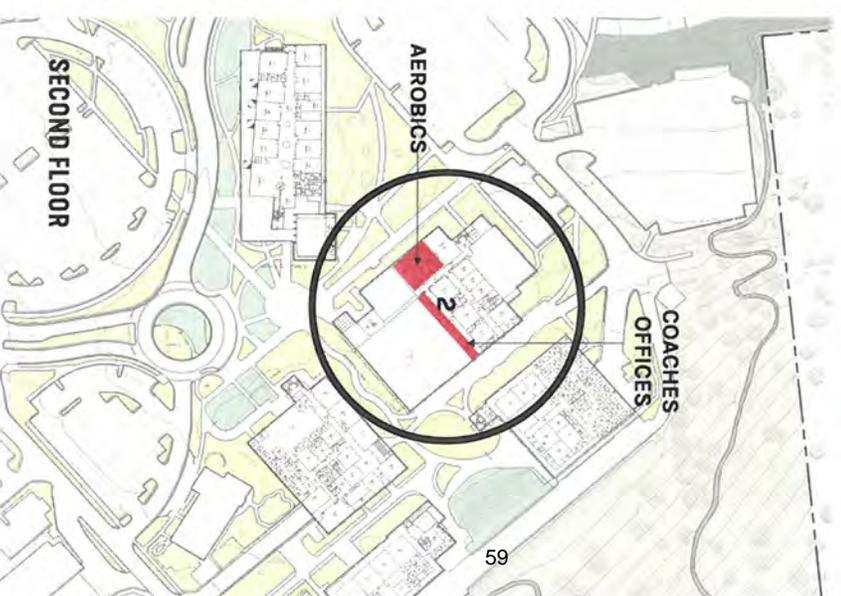
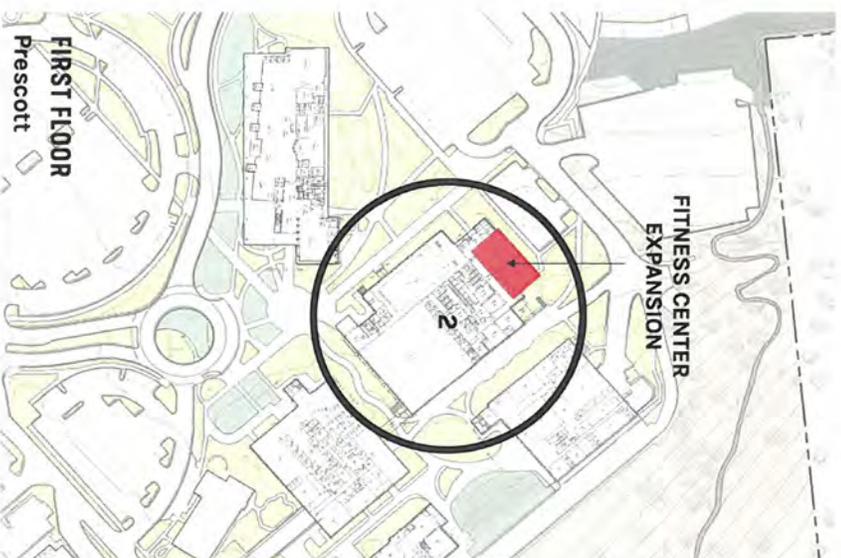


RECREATION / ATHLETICS EXPANSION

Projects:

- Prescott – Expand Fitness Center and Aerobics rooms and add coach offices in Building 2.

- **BLDG 2**
- 1ST FLOOR
 - FITNESS CENTER EXPANSION
- 2ND FLOOR
 - (IN) OFFICE (BLDG 3)
 - (IN) AEROBICS (NEW)
 - (IN) COACHES OFFICES (NEW)





NEXT STEPS

**Monitoring Report
Board Policy 206 – Planning
February 2022**

Policy 206

The President shall not permit planning that allocates resources in a way that deviates materially from Board-stated College Priorities as set forth in Board Policy 101, risks fiscal jeopardy, or does not enable the long-term ability of the College to achieve Board Priorities.

Accordingly, the President shall not:

1. Operate without a documented, multi-year strategy that can reasonably be expected to achieve Board priorities.
2. Permit Planning that risks any situation or donation described as unacceptable in the Financial Conditions Policy (204)

Multi-Year Strategic Plan

Given the pace of change, the College’s practice is to create a rolling three-year plan that is updated annually to ensure it addresses the current environment.

1. Chaired by the Director of IER, the core membership of the Strategic Planning Committee includes membership from the major planning committees within the college, including:



2. The committee reviews a variety of internal information including the DGB Priorities, YC Mission, Plans and KPI’s, as well as employee and student survey results. In addition, the committee reviews a variety of external information including articles, books, reports, videos, and an Environmental Scan prepared by IER.

3. Using this information, they conduct a SWOT (Internal Strengths and Weaknesses, External Opportunities and Threats) analysis of YC
4. They conclude with an annual review—and update if needed—of YC’s Strategic Goals and Actions.



Specific Actions to be accomplished as part of our FY23-25 Strategic Plan include

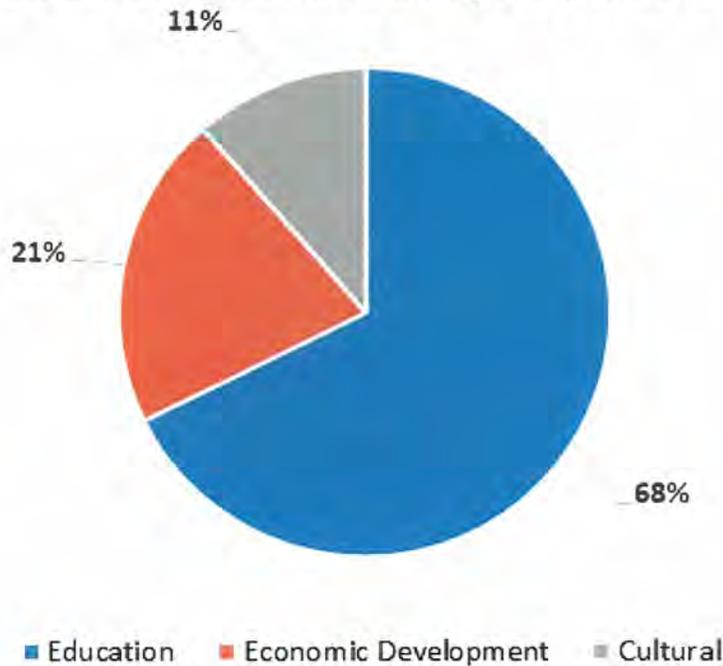
	Belonging	Living Wage	Adult Learners	Delivery
Early Alert	X			
Develop Baccalaureate Degree(s)		X		
Expand Athletics	X			
Develop Wraparound Support Services	X		X	
Expand First Generation Support & Outreach	X		X	
Launch semester or less training programs leading to Living Wage		X		
AZ Pipeline to support Career Decision Making		X		
Expand non-credit Workforce Training		X	X	
Implement YC concentrations to facilitate efficient transfer		X		X
Improve advisor case loads	X			
Improve Credit for Prior Learning options			X	
Promote 15 to Finish	X			
Ensure YC Online courses conform to best practices				X
Offer programs through 8 week course format				X
Expand OER				X
Create Community Education Destination Programs			X	

Additional evidence of our Strategic Planning Process can be found at www.yc.edu/v6/strategic-planning/

Resource Allocation that aligns with the Board’s Ends priorities

The following is an estimate of how the College’s General Fund Budget allocates expenses to the Board’s Priorities of Education, Economic Development, or Cultural Enrichment. In the case where a department supports two ends, the budget was typically split evenly.

FY21-22 Current Fund Budget by DGB End



Mitigating Financial Risks

As outlined in Financial Conditions, the College has adopted a variety of financial planning best practices to limit risks including transparency, annual benchmarking exercises, monthly financial reports, healthy contingencies and reserves, conservative budget assumptions, etc.

To help create fiscal transparency, the Vice President of Finance & Administrative Services systematically presents a series of budget-related information to the Board as is documented on our College’s budget website. [Yavapai College Budget](#). In addition to the annual budget calendars and most recent budget presentations, the budget website includes a Budget In Brief document for the current year’s budget, as well as 5 years of YC budgets and 5 years of Certified Annual Financial Reports.

Yavapai College has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for over 20 years in a row. The GFOA established the Certificate of Achievement for Excellence to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that demonstrate transparency and full disclosure. YC has also had unqualified audit opinions during that same timeframe. Likewise, the College was awarded the GFOA Distinguished Budget Award presentation for its FY21-22 Budget indicating we met best practice criteria for creating a budget that serves as a policy document, financial plan, operations guide, and communication tool.

Long Term Ability to Achieve Ends/ Fiscal Soundness of Future Years

In regard to financial stability, the Board has established fund reserve minimums. As was demonstrated through the Cash Reserves Monthly Reports, these fund reserve targets have been consistently exceeded, even as the Board increased Reserve targets in the middle of FY21. Moreover, as has been demonstrated in the annual Budget Book, the College has created contingency expense budgets to cover the eventuality that the revenue targets are not achieved in any given year.

The College maintains an on-going cycle of environmental scanning as method to anticipate future changes, and adjusts plans accordingly. The [Scan](#) is shared with the Board annually.

As part of the [Annual Budget](#), the College provides five year projections of Revenues and Expenses to project both financial solvency and compliance with the AZ Expenditure Limitation statute. The College also presents its capital budget in a multi-year format to forecast Preventative Maintenance Plans, Equipment Replacement Plans, and Capital Improvement Plans (CIP). Finally, the College presents Debt trends and forecasts.

President's Conclusion:
I report compliance.

2.c.i

YC PLANNING

BOARD POLICY 206

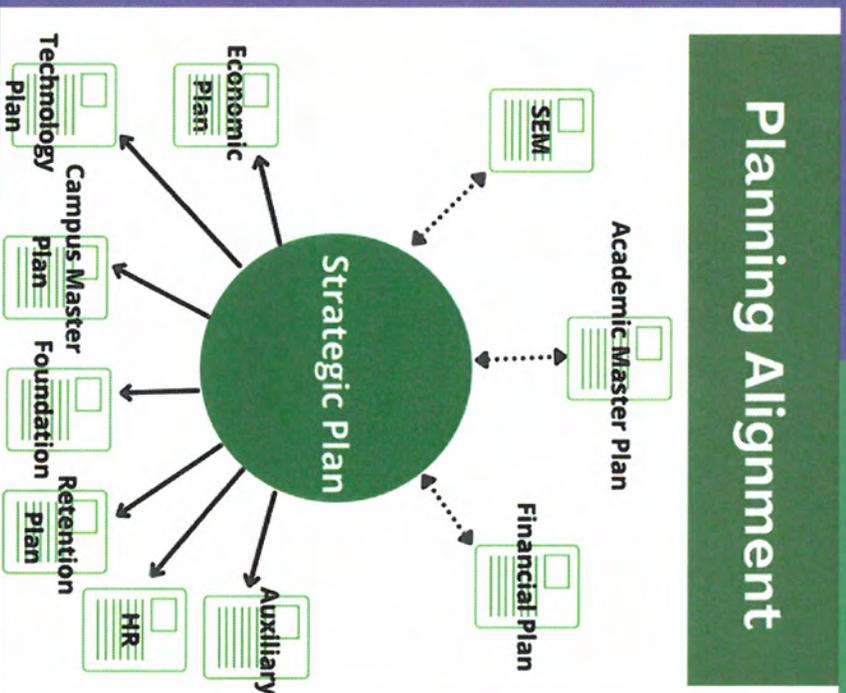
MARCH, 2022

MULTI-YEAR PLAN

Rolling 3-year outlook

Updated annually

Membership from major planning teams



STRATEGIC PLANNING PROCESS

Yavapai College



FY23-25 PLAN

Specific Actions to Support

Strategic Goals and KPI's

- Enrollments
- Retention
- Completion & Transfer

	Belonging	Living Wage	Adult Learners	Delivery
Early Alert	X			
Develop Baccalaureate Degree(s)		X		
Expand Athletics	X		X	
Develop Wraparound Support Services	X		X	
Expand First Generation Support & Outreach	X		X	
Launch semester or less training programs leading to Living Wage		X		
AZ Pipeline to support Career Decision Making		X		
Expand non-credit Workforce Training		X	X	
Implement YC concentrations to facilitate efficient transfer		X		X
Improve advisor case loads	X			
Improve Credit for Prior Learning options			X	
Promote 15 to Finish	X			
Ensure YC Online courses conform to best practices				X
Offer programs through 8 week course format				X
Expand OER				X
Create Community Education Destination Programs			X	

LIMITED FINANCIAL RISKS

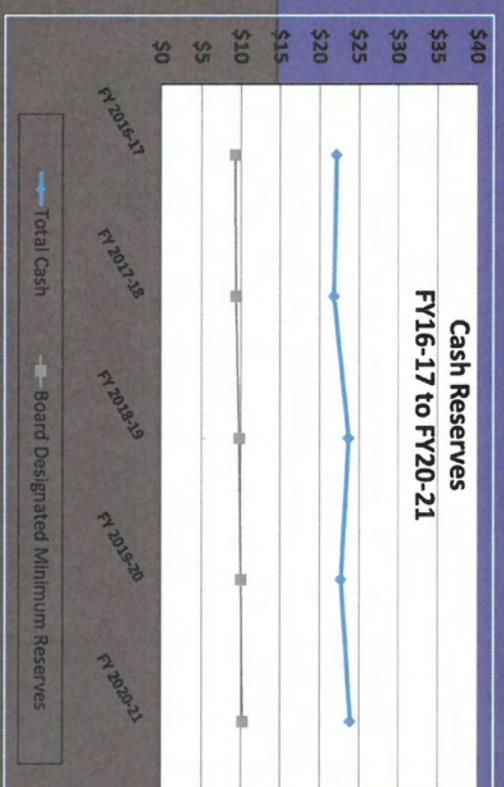
Healthy Reserves

Monthly financials shared with DGB

Annual Comprehensive Financial Reports

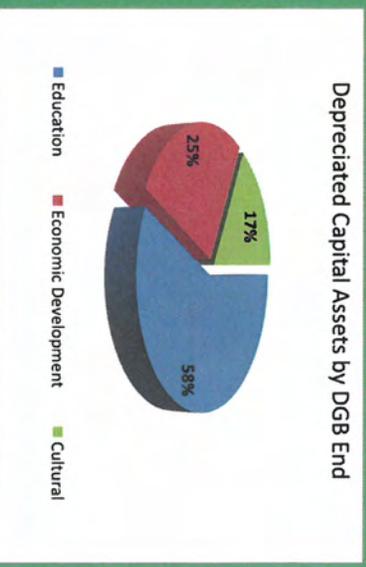
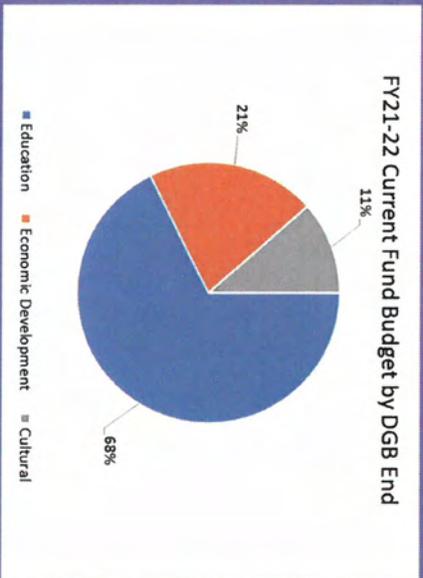
GFOA Recognition for Transparency and Excellence in Financial Reporting and Budgeting

Financial & Expenditure Limit Forecast in Annual Budget



RESOURCE ALLOCATION

Aligned with DGB Priorities



QUESTIONS & DISCUSSION

"It does not do to leave a live dragon out of your calculations, if you live near one."

-- Gandalf the Grey

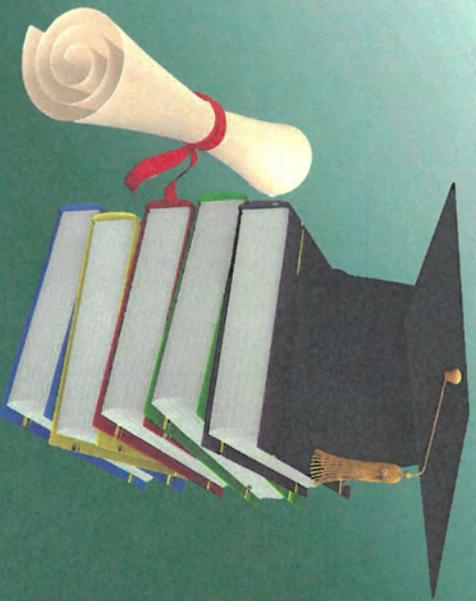


Staff Professional Growth

FY 21/22
YCSA was
granted \$25,000
for Staff
Professional
Growth



Since January
2022 we've
awarded
\$20,422.00 to
33 staff
members



7 staff members are continuing their education and gaining certifications



26 staff members are attending conferences directly related to their job duties

Thank You

For investing in our staff



Yavapai College Budget to Actual Status by Fund January 2022

The President's Monthly report below provides a brief financial status of each of the District's five funds as of January 31, 2022.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



As of January 31, 2022, the General Fund has a surplus of \$5,680,500. This is primarily the result of tuition and fee revenues being recorded for the spring 2022 semester, the one-time Rural Community College appropriation and unspent contingencies and vacancy savings.

For the fiscal year ended June 30, 2022, General Fund revenues are projected to be over budget by \$720,000 and expenditures are projected to be under budget by \$490,000 resulting in a net surplus of \$1,210,000.

Auxiliary Fund



As of January 31, 2022, the Auxiliary Fund has a surplus mainly due to the collection of the spring 2022 semester room revenues. This will even out over the next several months. For the fiscal year ended June 30, 2022, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund



As of January 31, 2022, the Unexpended Plant Fund has a deficit of \$2,489,200 due to a significant amount of Preventative Maintenance and Capital Improvement Projects (CIP) being encumbered, and the purchase of land in Prescott Valley which exceeded budget. Supporting revenues received over the remaining fiscal year and fund balance will be used to cover this deficit.

Restricted Fund



The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of January 31, 2022, the Restricted Fund has a surplus and is expected to be within budget for the fiscal year.

Debt Service Fund

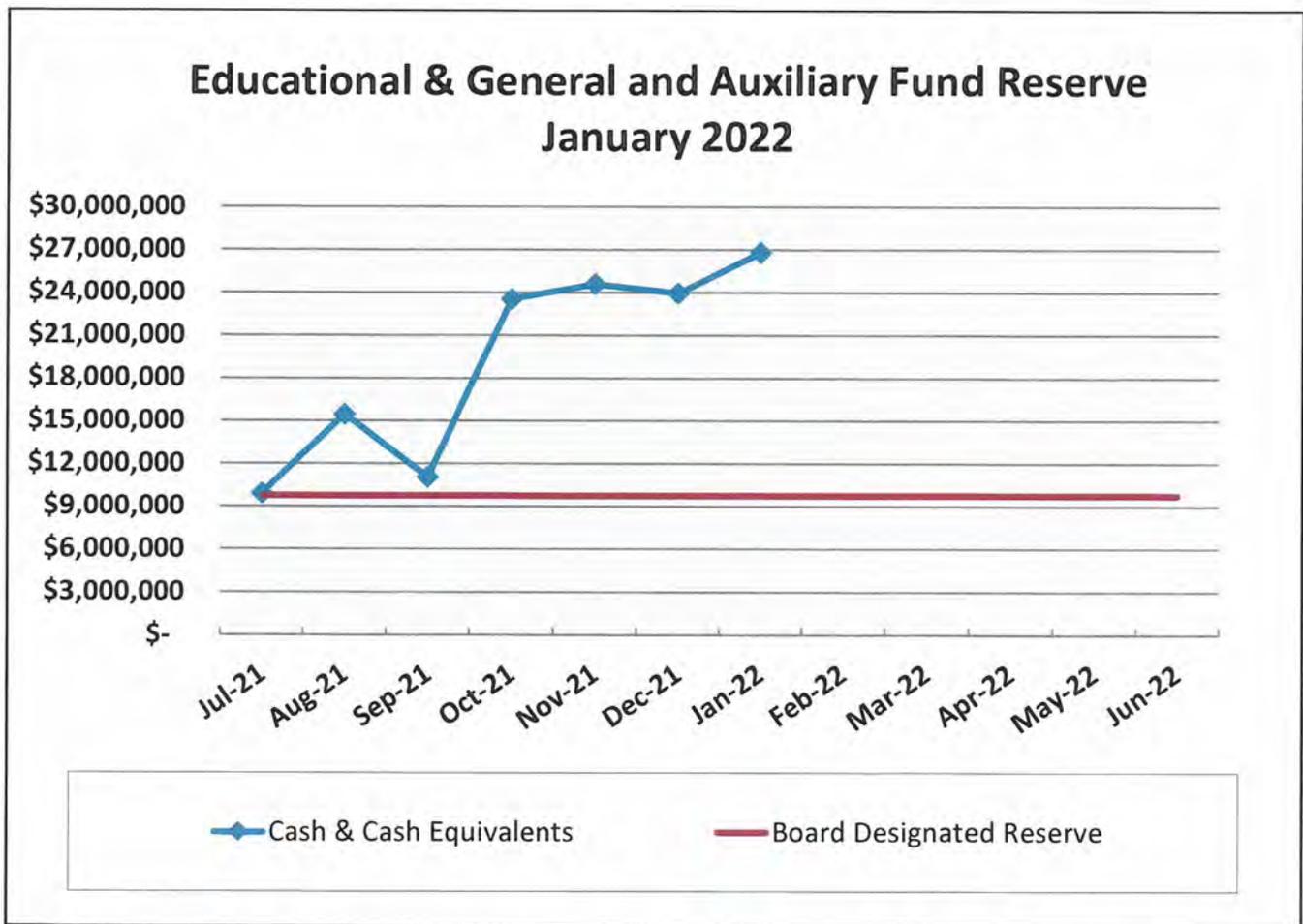


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of January 31, 2022, there were no variances from budget.

**Yavapai College
Cash Reserves
January 2022**

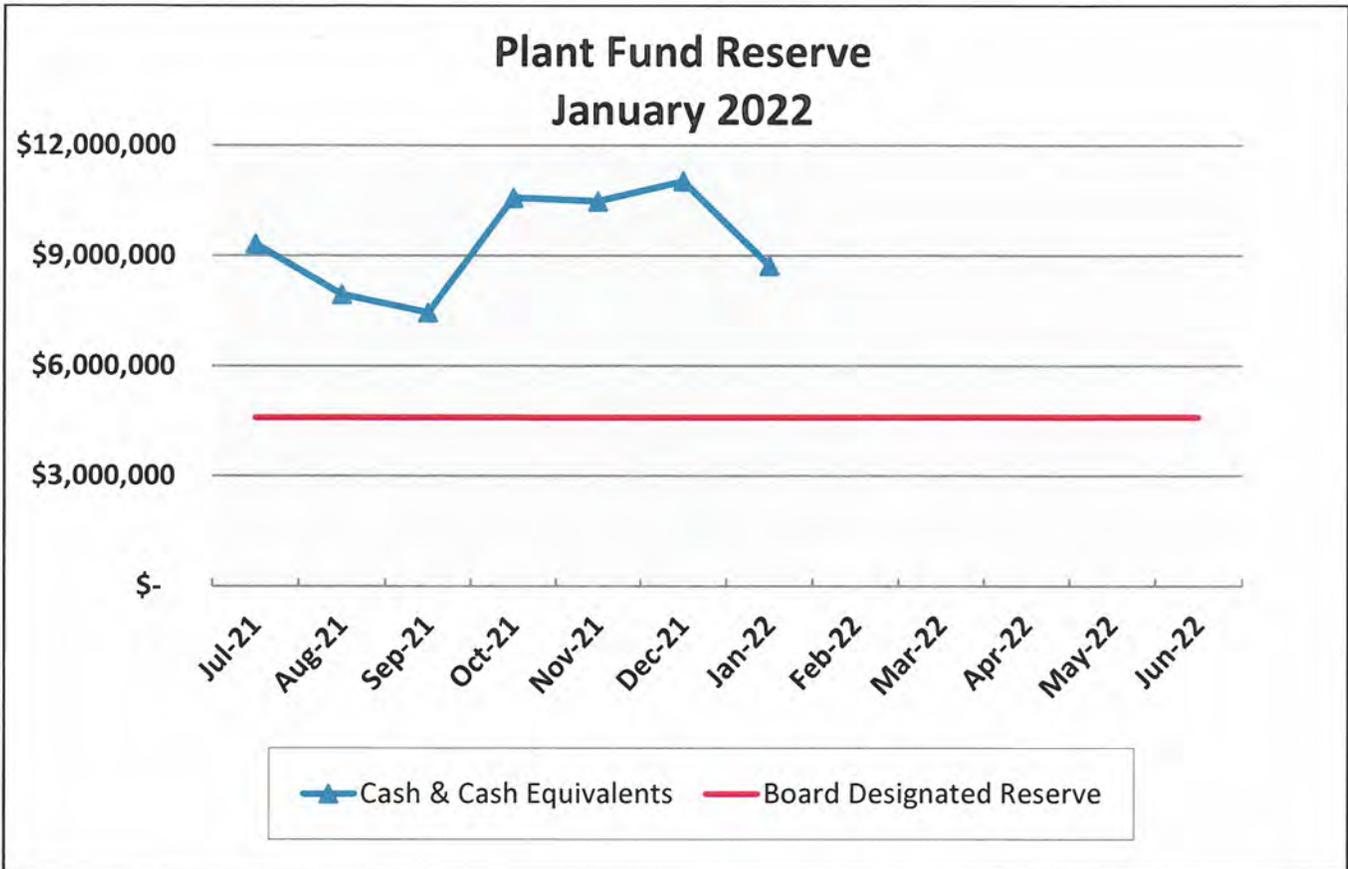
The President’s monthly report on cash reserves below displays the District’s reserves at January 31, 2022, in relation to the District Governing Board’s (DGB) reserve requirements.

Source: Banner Finance



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

As of January 31, 2022, Current Fund reserves have exceeded the DGB’s reserve requirements.



Plant Fund Reserves shall not drop below eight percent (8%) of the operating budgets.

As of January 31, 2022, Plant Fund reserves have exceeded the DGB's designated reserve.

**2021-2022
District Governing Board
Calendar Dates**

2.e.i

Month	Board Study Sessions	Board Meeting Type
Tuesday, September 7, 2021 9:00am-4:00pm Prescott Valley Campus		Policy Workshop
Wednesday, September 8, 2021 9:00am-4:00pm Prescott Valley Campus		Policy Workshop
Thursday, September 9, 2021 9:00am-4:00pm Prescott Valley Campus		Policy Workshop
Tuesday, September 14, 2021 Start Time: 1:00pm Verde Valley Campus	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, October 19, 2021 Start Time: 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, November 9, 2021 Start Time: 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, November 16, 2021 9:00am-4:00pm Career & Technical Education Center		Board Self-Assessment Workshop
Tuesday, December 7, 2021 5:00pm – 7:00pm Hilton Garden Inn Prescott Downtown 300 N Montezuma Street, Prescott, AZ 86301		Board Dinner
Friday, January 28, 2022 9:00am – 4:00pm Prescott Valley Campus		Board Elections & Policy Workshop
Tuesday, February 22, 2022 9:00am – 4:00pm Rock House	Budget Workshop & Study Session 9:00am - 3:00pm	Business Meeting 3:00-4:00pm
Tuesday, March 22, 2022 Start Time: 1:00pm Sedona Campus	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, April 12, 2022 Start Time: 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, May 17, 2022 Start Time: 1:00pm Prescott Campus Community Room (19-147)		Budget Public Hearing/Adoption Business Meeting
Tuesday, May 24, 2022 9:00am-4:00pm Chino Campus		Board Self-Assessment Workshop

DATES AND PLACES OF COLLEGE HOSTED EVENTS – FY 2021-2022

TYPE OF EVENT	DATE/DAY/TIME/LOCATION
Prescott Job Fair	Wednesday, March 23, 2022 – Time: TBD Prescott Campus, Walraven Gym
Prescott Scholarship Luncheon	Friday, April 1, 2022 – Time: 11:30AM Prescott Resort
Verde Scholarship Luncheon	Thursday, April 7, 2022 – Time: 4PM Southwest Wine Center
Evening of Recognition – Verde Campus	Tuesday, April 19, 2022, 6PM Location: Verde Valley M-134
Evening of Recognition – Prescott Campus	Wednesday, April 20, 2022, 6PM Location: Prescott Campus 19-147
Yavapalooza Spring Festival	Friday, April 22, 2022 – Time: 4PM Location: Prescott Campus – Parking Lot B
Spring Hall of Fame Induction Ceremony & Brunch	Saturday, April 23, 2022 – Time: TBD Location TBD
All Student-Athlete Banquet	Sunday, April 24, 2022 – Time: TBD Prescott Campus, Walraven Gym
YCF Annual Meeting/Luncheon	Wednesday, May 11, 2022 – Time: 11:30AM YCPAC Stage
Verde Valley Commencement	Friday, May 7, 2022 Location: TBD
Prescott Commencement	Saturday, May 8, 2022 Location: TBD
Nursing Pinning Ceremony	Saturday, May 14, 2022 Location: Prescott Campus – Performing Arts Center
GED Graduation Ceremony	May 21, 2022, Tentative Date Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	Thursday, May 26, 2022 – Time: 11AM – 1PM Location: Prescott Performing Arts Center Or Thursday, June 2, 2022 – Time: 11AM – 1PM Location: Prescott Performing Arts Center

2.e.iii

LIST OF DATES AND PLACES OF NATIONAL, STATE, AND LOCAL CONFERENCES, CONGRESSES, WEBINARS, SEMINARS AND EVENTS – FY 2021-2022	
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
ACCT Virtual Diversity Institute Governing for Equity	Tuesday, June 22 & Tuesday, June 29, 2021 Location: Virtual
ACCT Virtual Pacific Regional Meeting	Tuesday, June 15 – Time: 3PM EDT, 12PM Arizona Time Location: Virtual
Govern for Impact Virtual 2021 Annual Conference	Thursday, June 17 – Saturday, June 19, 2021 Location: Virtual
ACCT Virtual Governance Leadership Institute for New Trustees	Tuesday, August 3 – Thursday August 5, 2021 Location: Virtual
Govern for Impact GOVERN Town Hall	Tuesday, September 21, 2021 – Time: 2:00 – 3:30 PM EDT Location: Virtual
ACCT Leadership Congress	Wednesday, October 13 – Saturday October 16, 2021 Location: San Diego, CA
AACCT Fall Event – To discuss and fine-tune Legislative Agenda	Late September/Early October TBA
Govern for Impact Advanced Practice Forum	Tuesday, October 26, 2021 – Time: 10:00AM – 5:00 PM EDT Location: Virtual
Govern for Impact Advanced Practice Forum	Tuesday, November 23, 2021 – Time: 10:00AM – 5:00 PM EDT Location: Virtual
ACCT National Legislative Summit	Monday, February 6 – Wednesday February 9, 2022 Location: Washington, D.C.
ACCT Leadership Congress 2022	Wednesday, October 26 – Saturday, October 29, 2022 Location: New York, New York

DISTRICT GOVERNING BOARD

Proposed FY23 Budget
March, 2022

Account	Expense Type	FY2018-19		FY2019-20		FY2020-21		FY2021-22 (as of 3-3-22)				FY2022-23	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Encumb.	Estimated	Total	Proposed Budget
6xxx	Admin Support Salaries & Benefits	\$ 42,165	\$ 32,718	\$ 44,841	\$ 49,603	\$ 51,451	\$ 49,956	\$ 53,000	\$ 37,240	\$ 23,373	\$ 4,490	\$ 65,104	\$ 91,117
7000B	Direct Expense (less Capital) Pool	125,000		125,000		130,000		41,000					
7001	Legal Services		42,122		58,510		58,918		39,650	13,350	-	53,000	50,000
7002	Consulting Services		8,000		9,962		17,837	9,000	-	7,850	-	7,850	10,000
7005	Professional Services - Other		-		-		-	-	-	-	-	-	-
7016	Advertising & Printing		4,287		4,113		3,980	5,000	697	-	300	997	5,000
7016	Contractual Services - Other		3,447		2,981		4,322	27,000	750	-	-	750	10,000
7016	Contractual Services - Election Costs		75,034										37,000
7101	Supplies - General		493		422		948		5,966	-	300	6,266	6,700
	Supplies - Software/Computer/Phone/Tech		11,500		12,162		6,708	11,000	-	-	-	-	-
	Supplies - Food/Other		3,622		3,056		3,078	3,000	3,872	-	1,500	5,372	5,000
	Books & Postage		271		748		608	-	292	-	100	292	500
7302	Rent - Buildings		-		-		-	-	514	-	-	514	-
7306	Memberships & Dues - Individual		175		-		-	-	-	-	-	-	-
7307	Memberships & Dues - Insttl'l		8,058		560		5,627	4,000	5,897	-	-	5,897	7,000
7308	Fees - Filings & Permits		200		-		-	-	-	-	-	-	-
7309	Internet Subscriptions		25		-		-	-	-	-	-	-	-
7401	Travel - In State		386		100		-	-	583	-	200	783	800
7404	Travel - Out Of State		2,317		5,215		-	2,000	19,600	-	3,500	23,100	20,000
7405	Travel-OutofState-Training/Conference		25,619		2,568		-	14,000	-	-	-	-	3,000
7408	Conference/Training Registration Fee		8,792		17,890		1,794	14,000	10,090	-	-	10,090	12,000
	Subtotal Direct Expense		194,172		118,286		103,820		87,910		21,200	114,910	167,000
	Total Direct (non-labor) Expense	125,000	194,172	125,000	118,286	130,000	103,820	130,000	87,910	21,200	5,900	114,910	167,000
	Total Expenses - All	\$ 167,165	\$ 226,890	\$ 169,841	\$ 167,889	\$ 181,451	\$ 153,776	\$ 183,000	\$ 125,151	\$ 44,574	\$ 10,390	\$ 180,014	\$ 258,117
	Budget Surplus / (Deficit)		\$ (59,725)		\$ 1,952		\$ 27,675				Projected: \$ 2,985		41.0%

3.b.i

Yavapai College District Governing Board
2022-2023

BOARD SELF-ASSESSMENT DRAFT SCHEDULE

DATE	TASK
Fall	
Tuesday, September 27, 2022	Board will complete the ACCT Board Self-Assessment
Tuesday, October 18, 2022	Discussion of the results from ACCT Data Report from the Board Self-Assessment and agenda topics for the Board Workshop
Friday, November 18, 2022	Board Workshop
Spring	
Tuesday, March 21, 2023	Board will complete the ACCT Board Self-Assessment
Tuesday, April 18, 2023	Discussion of the results from ACCT Data Report from the Board Self-Assessment and agenda topics for the Board Workshop
Tuesday, May 23, 2023	Board Workshop

3.b.ii

Yavapai College District Governing Board
2022-2023

BOARD POLICY REVIEW **DRAFT** SCHEDULE

DATE	TASK
Spring	
Tuesday, January 17, 2023	Review and Edit Board Policies at the Board Workshop

2022-2023
DRAFT District Governing Board
Calendar Dates

3.b.iii

Month	Board Study Sessions	Board Meeting Type
Tuesday, September 27, 2022 1:00pm Rock House	Study Session 1:00pm-3:00pm	Business Meeting 3:00pm-4:00pm
Tuesday, October 18, 2022 1:00pm Prescott Valley	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, November 15, 2022 1:00pm Verde Valley	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Friday, November 18, 2022 9:00am – 4:00pm Sedona Center		Board Self-Assessment Workshop
Tuesday, December 5-9, 2022 5:00pm – 7:00pm TBA		Board Dinner
Tuesday, January 17, 2023 9:00am – 4:00pm Career & Technical Education Center		Board Elections & Policy Workshop
Tuesday, February 21, 2023 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Friday, February 24, 2023 9:00am – 4:00pm Rock House		Budget Workshop 9:00am-4:00pm
Tuesday, March 21, 2023 1:00pm Sedona Campus	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, April 18, 2023 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, May 16, 2023 1:00pm Prescott Campus Community Room (19-147)		Budget Public Hearing/Adoption Business Meeting
Tuesday, May 23, 2023 9:00am-4:00pm Chino Campus		Board Self-Assessment Workshop

3.c.i

Yavapai College
District Governing Board
Budget Workshop and Regular Meeting

January 28, 2022
9:00 a.m. – 4:00 p.m.

The Rock House
1100 East Sheldon Street
Prescott, Arizona 86301

Members Present

Ms. Deb McCasland, Board Chair
Mr. Ray Sigafos, Secretary
Mr. Paul Chevalier, Board Member
Mr. Mitch Padilla, Board Member
Mr. Chris Kuknyo, Board Member

Administration Present

Dr. Lisa B. Rhine, President
Atty. Lynne Adams, Board Attorney
Ms. Yvonne Sandoval, Executive Assistant
Mrs. Becky Massey, Coordinator to the District Governing Board

Budget Workshop Minutes

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=bce14e13-ad5a-45de-8351-ae450019409b>

1. General Functions: Procedural
 - a. Call To Order {Time: 1} (**Recording at 0:05**)
Chair McCasland called the Yavapai College Governing Board Workshop to order at 9:00 a.m.
 - b. Adoption of Agenda – **DECISION** – {Time:5} (**Recording at 0:11**)
Member Chevalier moved to adopt the agenda. Member Sigafos seconded the motion. The motion passed unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, Kuknyo).
2. Study Session
 - a. Yavapai County Wages, Inflation and Cost of Living – Dr. George W. Hammond,
INFORMATION AND DISCUSSION (Recording at 0:33)

Dr. George W. Hammond provided information for the Governing Board regarding his analysis of Yavapai County wages, inflation and cost of living.

- b. Yavapai College Program Demand Gap Analysis – Mr. Gavin LePage & Mr. Sterling Smith **INFORMATION AND DISCUSSION (Recording at 1:03:12)**

Mr. LePage and Mr. Smith, from EMSI/Burning Glass, provided an analysis for the Governing Board regarding Yavapai County education and training and job market needs, including a Yavapai College program demand gap analysis.

- c. Environmental Scan Highlights for Fiscal Year 2021-2022 – Dr. Tom Hughes **INFORMATION (Recording at 2:00:28)**

Dr. Hughes presented highlights of the 2021-2022 Yavapai College Environmental Scan. Materials are available in the board meeting packet.

- d. Yavapai College Strategic Plan for Fiscal Year 2021-2022 — President, Dr. Lisa Rhine - **INFORMATION AND DISCUSSION (Recording at 2:45:19)**

Dr. Rhine provided information about the College's enrollment trends, its baccalaureate degree plan and progress, the College Council, and progress on the strategic plan objectives.

The Governing Board took a short break, during which time the recording was stopped.

- e. Yavapai College Budget for Fiscal Year 2022-2023 – Dr. Clint Ewell – **INFORMATION AND DISCUSSION (Recording at 3:29:21)**

Dr. Ewell provided information to provide context for the College's budget, including the Board's schedule for reviewing budget information, the Expenditure Limitation requirements for Arizona community colleges, Arizona's property tax levy statutes, and the College's revenues and expenses.

- f. Yavapai College Compensation Management and Gainsharing for Fiscal Year 2022-2023 – Dr. Emily Weinacker – **INFORMATION AND DISCUSSION (Recording at 4:23:12)**

Dr. Weinacker and Dr. Ewell provided an update on the College's compensation structures, its proposed implementation of gainsharing as a component of the College's compensation for 2022-2023, and budget assumptions related to College compensation.

3. Adjournment of Board Workshop: Procedural – **DECISION** {Time: 1} (**Recording at 5:25:50**)

Member Sigafos moved, seconded by Member Padilla, to adjourn the Board Workshop. The motion passed unanimously (Ayes: McCasland, Sigafos, Padilla, Kuknyo, Chevalier).

Meeting adjourned at 2:58 p.m.

Regular Meeting Minutes

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=bce14e13-ad5a-45de-8351-ae450019409b>

1. General Functions: Procedural
 - a. Call to Order {Time: 1} **(Recording at 5:26:08)**
Chair McCasland called the Yavapai College Governing Board Meeting to order at 3:03 p.m.
 - b. Pledge of Allegiance: Procedural {Time: 1} **(Recording at 5:26:18)**
Member Kukyno led the Pledge of Allegiance.
 - c. Adoption of Agenda – **DECISION** {Time: 1} **(Recording at 5:26:45)**
Chair McCasland proposed a change to the order of agenda items, particularly to move item 3. Board Business to follow Agenda item 2.a. Open Call. Member Sigafos moved, seconded by Member Kukyno, to adopt the agenda with the change requested by Chair McCasland. The motion passed unanimously (Ayes: McCasland, Sigafos, Padilla, Kukyno, Chevalier).
2. Study Session
 - a. Open Call – **INFORMATION** {Time: 10} **(Recording at 5:27:14)**
No members of the public signed up to speak at Open Call.
3. Board Business
 - a. Consent Agenda – **DECISION** {Time: 5} **(Recording at 5:30:18)**
 - i. Board Work Study Meeting Minutes- January 28, 2022
 - ii. Receipt of Report on Revenues and Expenditures for December 2021
 - iii. Acceptance of President’s Report on Board Policy 203 Compensation and Benefits & Board Policy 205 Treatment of Employees.
 - iv. Yavapai County Board of Supervisors and Yavapai County Recorder Election Services Intergovernmental Agreement
 - v. Summary of New Program Proposal for Associate of Arts in Fine Arts – Dance Concentration and Behavior Health Technician Certificate**Member Sigafos moved, seconded by Member Kukyno, to approve the consent agenda with item 3.a.iii pulled for further discussion. The motion passed unanimously (Ayes: McCasland, Sigafos, Padilla, Kukyno, Chevalier).**
2. Study Session (resumed agenda item 2)
 - b. President’s Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
 - i. President’s Evaluation Report – Board Policy 203, Compensation & Benefits Board Policy 205, Treatment of Employee’s – Dr. Emily Weinacker **(Recording at 5:31:27)**

Dr. Weinacker provided information regarding the College's compliance with the policies.

Member Chevalier moved, seconded by Member Sigafos, to approve Consent Agenda item 3.a.iii – Acceptance of Presidents Report on Board Policy 203 Compensation and Benefits & Board Policy 205 Treatment of Employees. The motion passed unanimously (Ayes: McCasland, Sigafos, Padilla, Kukyno, Chevalier). (Recording at 6:16:39)

Member Chevalier moved, seconded by Member Padilla, to adjourn and postpone the remainder of the meeting until the morning of the Board's next scheduled meeting. The motion failed 1-4 (Ayes: Chevalier, Nay: McCasland, Sigafos, Padilla, Kukyno). (Recording at 6:16:46)

- ii. College Council – Dr. Diane Ryan, Dr. Emily Weinacker, and Mr. Rodney Jenkins
 - 1. Faculty Senate – Dr. Karen Palmer **(Recording at 6:19:01)**
 - 2. Staff Association – Lee Ann Walker **(Recording at 6:22:49)**
 - 3. Student Government Association – Mr. Brian Moultrup and Ms. Hannah Lowe **(Recording at 6:25:17)**
 - iii. 2021-2022 Continuous Status Faculty – Dr. Diane Ryan **(Recording at 6:29:08)**
In response to questions from Member Chevalier, Dr. Ryan and Dr. Weinacker explained what is meant by “continuing status.”
 - iv. Yavapai College Legislative Report – Mr. Rodney Jenkins **(Recording at 6:32:54)**
 - vi. Budget to Actual Monthly Report and Cash Reserves Monthly Report **(Recording at 6:46:46)**
- c. Receipt of the Yavapai College's Comprehensive Annual Financial Report (CAFR), Independent Auditors' Report on Internal Controls and Independent Auditors' Report on Compliance for Each major Federal Program – for the Fiscal Year Ended June 30, 2021 – Dr. Clint Ewell and Mr. Frank D'Angelo - **INFORMATION AND/OR DISCUSSION** {Time: 15} **(Recording at 6:47:17)**

Mr. D'Angelo provided an overview of the College's CAFR, audits, and NACUBO composite financial index. The Arizona Auditor General's Office will present the final financial audit to the Governing Board at a future meeting, as now required by law.

- d. Board Liaisons' Reports - **INFORMATION AND DISCUSSION** {Time: 10} **(Recording at 7:06:00)**
- i. Board Spokesperson – Board Chair McCasland
 - ii. Arizona Association of Community College Trustee (AACCT) – Board Chair McCasland
 - iii. Yavapai College Foundation – Board Chair McCasland

Board Chair McCasland provided updates on each of these issues.

- e. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5} **(Recording at 7:08:51)**

- i. 2021-2022 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats
 - ii. 2021-2022 Dates, Times, and Places of Future National, State, and Local Conferences
 - iii. 2021-2022 Dates, Times, and Places of Future College Events
4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1} (**Recording at 7:12:27**)
Member Sigafos moved, seconded by Member Kukyno, to adjourn the meeting. The motion passed unanimously (Ayes: McCasland, Sigafos, Padilla, Kukyno, Chevalier).

Meeting adjourned at 3:54 p.m.

Respectfully submitted:

Beckey Massey, Recording Secretary

Date:

Ms. Deb McCasland, Board Chair

Mr. Ray Sigafos, Secretary

3.c.ii

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT REPORT OF EXPENDITURES

For the Seven Months Ended January 31, 2022
Fiscal Year 2021-2022

District Governing Board

Fiscal Year 2021-22 Budget:

\$ 183,000

	<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	\$ 30,434	\$ 30,833	\$ 61,267
Association of Community College Trustees	Membership & Conference Fees	16,046	-	16,046
Association of Community College Trustees	Consulting & Facilitation Fees	3,995	7,850	11,845
Catering - Various	Food	2,889	-	2,889
Chris Kuknyo	Travel	1,063	-	1,063
Conference Travel - Air, Lodging, Group Meals	Travel	11,255	-	11,255
Deborah McCasland	Travel	1,143	-	1,143
HF Group LLC	Binding	315	-	315
Mitch Padilla	Travel	677	-	677
Osborn Maledon PA	Legal Counsel	28,067	29,433	57,500
Paul Chevalier	Travel	406	-	406
Ray Sigafoos	Travel	631	-	631
Supplies/Other	Various Vendors	2,798	-	2,798
Yavapai Broadcasting	Board Meeting Broadcast	250	-	250
YC Printing Services	Printing	323	-	323
Yvonne Sandoval	Travel	465	-	465
				<u>168,873</u>
Remaining Budget - January 31, 2022				<u>\$ 14,127</u>

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2022 - 58.3% of the Fiscal Year Complete

Fiscal Year 2021-2022

SUMMARY - ALL FUNDS

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>		
REVENUES:							
General Fund	\$ 35,092,188		\$ 35,092,188	\$ 51,504,800	68.1%		
Restricted Fund	13,768,294		13,768,294	23,618,500	58.3%		
Auxiliary Fund	3,310,075		3,310,075	5,368,200	61.7%		
Unexpended Plant Fund	6,767,680		6,767,680	9,654,300	70.1%		
Debt Service Fund	1,321,226		1,321,226	2,260,900	58.4%		
TOTALS	60,259,463		60,259,463	92,406,700	65.2%		
		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
EXPENDITURES (note 1):							
General Fund		\$ 28,365,254	\$ 12,952,135	\$ 11,905,669	\$ 29,411,720	\$ 51,504,800	57.1%
Restricted Fund		12,486,195	1,071,423	581,680	12,975,938	23,618,500	54.9%
Auxiliary Fund		2,639,019	794,420	702,771	2,730,668	5,368,200	50.9%
Unexpended Plant Fund		6,475,954	2,780,932	-	9,256,886	9,654,300	95.9%
Debt Service Fund		59,800	1,258,116	-	1,317,916	2,260,900	58.3%
TOTALS		50,026,222	18,857,026	13,190,120	55,693,128	92,406,700	60.3%
SURPLUS/(DEFICIT)					\$ 4,566,335	-	

COMMENTS:

Through the seventh month, 60.3% of budget has been committed (excluding labor encumbrances) compared to 65.2% of revenues received.

The budget currently has a surplus of \$4,566,335.

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

Date: February 28, 2022
To: Dr. Lisa Rhine
From: Dr. Diane Ryan
RE: Curriculum Proposals

The following curriculum proposals have been reviewed by the appropriate faculty, deans, and the Curriculum Committee. I recommend the addition of a Legal Paraprofessional Certificate and the deletion of the Paralegal Studies Certificate.

Overview of New Program

Legal Paraprofessional Certificate

Arizona has recently created a new tier of legal practitioner that will expand access to representation for people in need of legal assistance. The new Legal Paraprofessional (LP) license is a first-in-the-nation development, and puts Arizona at the forefront of innovations in justice and legal practice.

The new certificate is designed to clearly identify to those students desiring to go on and become Arizona Legal Paraprofessionals exactly what courses they need to take to meet the Arizona Supreme Court educational requirements.

The program will also provide a robust course of study for those already having a Bachelor's or Associate's Degree and who desire to obtain positions as Paralegals in the legal and business world.

Overview of Program Deletion

Paralegal Studies Certificate

The Paralegal Studies Certificate is being replaced by the new Legal Paraprofessional program. The Legal Paraprofessional Certificate will be a more pointed, targeted version of the existing program. We will still offer the Paralegal Studies AAS degree, and all courses will be available to students in earlier catalog years to complete their current program of study.

Summary of New Program Proposal for
Legal Paraprofessional Certificate

The Legal Paraprofessional certificate is designed to meet the educational requirements for students to be eligible to become licensed Legal Paraprofessionals, as well as to provide a robust course of study for those already having a Bachelor's or Associates Degree and who desire to obtain positions as Paralegals in the legal and business world.

Credits: 24

Program Requirements

- LAW 100 Introduction to Paralegal Studies
- LAW 103 Ethics and the Law
- LAW 217 Legal Research & Writing I
- LAW 218 Legal Research and Writing II
- LAW 220 Civil Procedure I
- LAW 221 Civil Procedure II
- LAW 232 Evidence

Legal Paraprofessional Concentration Students must also take and pass the following course based on their chosen concentration.

Civil Practice or Family Law

- LAW 203 Family Law

Criminal Law

- AJS 109 Substantive Criminal Law OR
- AJS 260 Procedural Criminal Law

Administrative Law

- LAW 230 Administrative Law

Program Outcomes

1. Demonstrate analytical and judgment abilities as a legal professional.
2. Apply knowledge and understanding of substantive law and legal principles in one or more areas of practice.
3. Produce legal documents that meet professional standards, reflect accurate legal research, and are in correct format.
4. Act in a professional manner consistent with applicable ethical standards.
5. Demonstrate proficiency using software and technology available to the legal profession.

President

Signature: _____



Date: _____

3.2.22

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda Item: _____

Date: _____

Approved Not Approved

Approved/Change Noted: _____

Summary of Program Deletion Proposal for

Paralegal Studies Certificate

The Paralegal Studies certificate program is designed to prepare students for positions as paralegals in the legal and business fields.

Paralegals work under the supervision of an attorney and their work includes preparing legal documents, researching and compiling information, and communicating with clients. Excellent written and oral skills, as well as computer literacy skills, are essential to the paralegal.

Credits: 30

Reason(s) for deleting the program:

- Program content and learning outcomes outdated
- No longer meets needs of employers
- Has been replaced by another program (specify replacement program below)
- Enrollment not adequate
- Other (specify below)

If replaced by another program or "Other", specify: Legal Paraprofessional Certificate

Teach-Out Plan Paralegal Studies Certificate

No teach-out plan is needed to sunset this program. All courses in this certificate will remain available for students to complete.

President

Name: Lu F. Thorne Date: 3.2.22

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda item: _____ Date: _____

Approved Not Approved

Approved/Change Noted: _____