

**Yavapai College**  
District Governing Board  
Regular Board Meeting

Tuesday, February 21, 2023  
1:00 PM

**Chino Valley Campus**  
**2275 Old Home Manor Drive**  
**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 on 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 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 the 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**

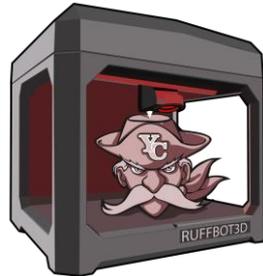
1. General Functions: Procedural
  - a. Call to Order {Time: 1}
  - b. Pledge of Allegiance: Procedural {Time: 1}
  - c. Adoption of Agenda – **DECISION** {Time: 1}
  - d. Open Call - **INFORMATION** {Time: 10}
2. Study Session
  - a. President's Reports – Dr. Lisa Rhine - **INFORMATION** {Time: 60}
    - i. Chino Valley Program Highlights – Dr. Diane Ryan
      1. 3D Concrete Printing at Yavapai College – Mr. John Morgan (*Attached*)
    - ii. College Council – Dr. Diane Ryan, Dr. Janet Nix and Mr. Rodney Jenkins
      1. Faculty Senate – Dr. Karen Palmer (*Attached*)
      2. Staff Association – Ms. Ginney Bilbray (*Attached*)
      3. Student Government Association – Mr. Clay Christensen (*Attached*)
    - iii. 2022-2023 Continuous Status Faculty – Dr. Diane Ryan (*Attached*)
    - iv. Budget to Actual Monthly Report and Cash Reserves Monthly Report (*Attached*)

- b. 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 Member Sigafos
- c. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}
  - i. 2022-2023 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats (*Attached*)
  - ii. 2022-2023 Dates, Times, and Places of Future College Events (*Attached*)
  - iii. 2022-2023 Dates, Times, and Places of Future National, State, and Local Conferences (*Attached*)
- 3. Board Business
  - a. Request to Name the Performance Art Center/Building – Mr. Rodney Jenkins  
**INFORMATION, DISCUSSION, AND DECISION** {Time: 15} (*Attached*)
  - b. Consent Agenda – **DECISION** {Time: 5}
    - i. Board Workshop Meeting Minutes- January 31, 2023 (*Attached*)
    - ii. Board Executive Session Confidential Minutes – January 31, 2023
    - iii. Receipt of Report on Revenues and Expenditures for December 2022 (*Attached*)
    - iv. Sabbatical Leave Request
      - 1. Nichole Guzzo (*Attached*)
- 4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}

# 3D Concrete Printing at Yavapai College

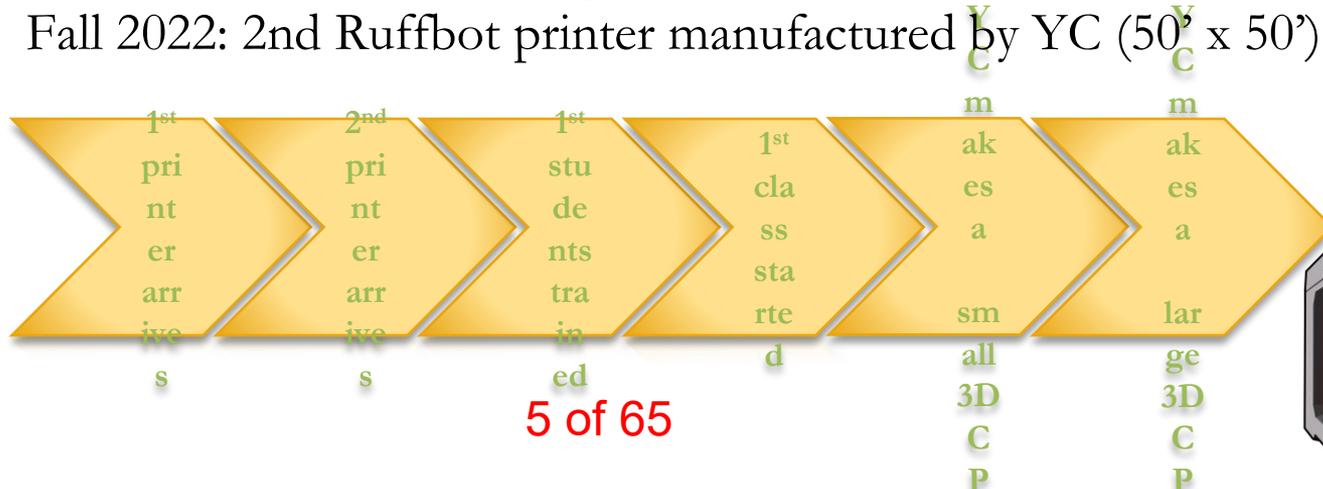
# Introduction & Overview

- Timeline
- Past, current, and future projects
- University and Private partnerships
- Research and data collection

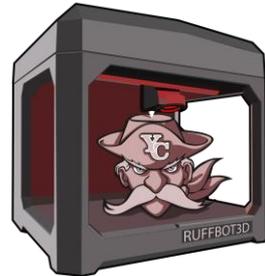


# Timeline

- January 2021: First Mudbot printer arrives (30' x 30')
- July 2021: Second Mudbot printer arrives (10' x 10')
- Fall 2021: Independent study class started to test-run the program
- Spring 2022: 1<sup>st</sup> class in the nation to teach 3D Concrete Printing started
- Summer 2022: 1<sup>st</sup> Ruffbot printer manufactured by YC (15' x 15')
- Fall 2022: 2nd Ruffbot printer manufactured by YC (50' x 50')

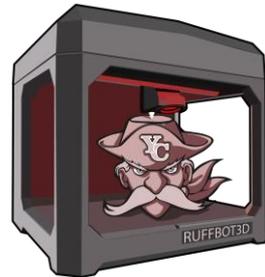


# Timeline



# Past, Current, and Future Projects

- Test prints and mock rooms for testing materials, strengths, and printer capabilities.
- Agriculture/ landscape designs.
- 1/4 scale house project
- Testing different hydrations, admixtures, and colorants
- Chino house- Spring 2023
- Verde tiny homes- Summer 2023



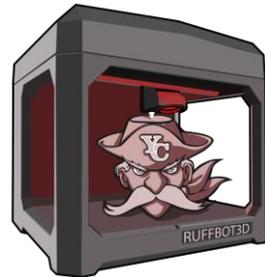
# University and Private Partnerships

## University Consortium:

- Arizona State University
- Northern Arizona University
- Iowa State University
- Virginia Tech

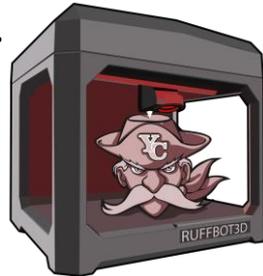
## Private Industry Partners:

- Kirkland Mining Company
- Euclid Materials
- Salt River Materials
- We Print Homes



# Research and Data Collection

- Creating new green mix with natural pozzolans and diatomaceous earth to reduce 50% of current manmade materials that equate to 5% of global emissions. Combined with other cementitious materials and admixtures.
- Use of sensors embedded in printed concrete to record temperature, hydration, workability, and final-set strength. Combined with atmospheric sensors to record data for optimum printing requirements in different atmospheric climates.



# Things Happening

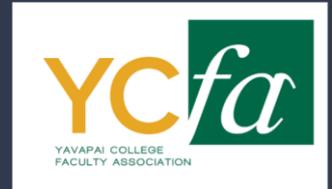
- ICON just received 57 million dollars from NASA to 3D Print structures on the moon
- Diamond D Printing in Casa Grande has built 14 homes on their way to a 250 home subdivision.
- 11 machines currently in Arizona

Thank you. Questions?



# Faculty Association Update

February 2023



# Faculty Highlights: Students and Faculty

# Brandon Bullard

Faculty: Amy Stein

**Brandon Bullard** Yavapai College/ Camp Verde High School concurrent enrollment student received recognition and a formal thank you from former intelligence analyst and author Paul B. Skousen.

HIS 231 *United State History* is held at Camp Verde High School. During our class analysis and evaluation of the *United States Constitution*, Brandon Bullard identified a curiosity in the course textbook authored by Mr. Skousen. After the classes' thoughtful, thorough, but unsuccessful research into the puzzle, we wrote to the author himself for clarification. The author replied. Brandon Bullard's inconsistency, which actually altered the true language and intention of the *Constitution*, was a type O.

Mr. Skousen wrote

"Please tell your very attentive and bright student that I am indebted to him and appreciate this very much. That individual may be nobly acknowledged as an esteemed modern-day Founding Father. That is the kind of curiosity and exploration by the rising generation that will save our Constitution from further dismissal and violation."

Brandon, like his fellow concurrent enrollment students, demonstrated respectable and impressive scholarship during their three-week study of the *Constitution* and the establishment of a National government.

# Computer Science

## Faculty:

The computer science students under the leadership of Philip Reid partnered with the Yavapai County Health Department to develop a nature app to encourage their "vulnerable" clients to feel confident on hiking trails.

9:41



# Jeb Bevers

Science professor Jeb Bevers will be presenting at the Wallace Symposium in 2023.

## ALFRED RUSSEL WALLACE 1823-2023

9.45 Coffee

10.00 Welcome

**Paul Smith,**

Oxford University Museum of Natural History

**Laurence Talairach,**

Alexandre Koyré Center/Toulouse Jean - Jaurès University

10.15–11.55 Panel 1

Chair: **James Costa**

10.15

**George Beccaloni,**

FLS,

*Alfred Russel Wallace and Natural Selection: The Real Story*

11.05

**Robert J. Whittaker,**

University of Oxford,

*Island Life and the Laws of Distribution*

11.55–12.15 Panel 2

Chair: **Laurence Talairach**

11.55

**Zoë Simmons,**

Oxford University Museum of Natural History

*A. R. Wallace's Collections at O.U.M.N.H.*

12.15 Lunch Break



1.30–3.10 Panel 3

Chair: **George Beccaloni**

1.30

**James Costa,**

Western Carolina University,

*Darwin and Wallace: Insights from the plan for Wallace's unpublished last book*

2.20 (online)

**Victor Rafael Limeira-DaSilva,**

*A Naturalist in a Tropical Empire:*

*Wallace, Science Exploration, and Amazonian Indigenous peoples*

3.10 Refreshments

3.30–5.10 Panel 4

Chair: **Christophe Thébaud**

3.30 (online)

**Jeb Bevers,**

Yavapai College, Arizona,

**Jon Ablett,**

Natural History Museum, London,

*The Slow Dispersal of Wallace's Sand snails into the Natural History Museum*

*and Wallace's Walk among the Big Trees of California*

4.20

**Pietro Corsi,** University of Oxford,

*Wallace from an Historian's Viewpoint*

5.10–5.30: Panel 5

Chair **Laurence Talairach & Christophe Thébaud**

Round Table: Book presentation session (2023 Wallace publications)

5.30 Closing remarks

**Pascal Marty,**

Maïson Française d'Oxford

# Faculty Highlights: FA Committees & Projects

# Pro Gro

Chair: Lauri L Dreher, Management Program Director

## 2022-2023 ProGro Budget Allocation

- Piloted Dynamic Forms application process this fiscal year
- Balance Remaining as of 1/26/2023 is \$5,790.96
- Outstanding Applications \$8,166.18 - Pending ProGro Committee
- If all applications are approved, will have \$2,375.22 of unfunded applications
- Last time budget allocation depleted before end of fiscal year was 2019-2020. Funds were depleted October 2019
- 2023-2024 Budget Allocation will be available July 1, 2023
- Launch and announcement of new Dynamic Form application process before new fiscal year

	<b>Actual Summer/Fall July 1, 2022 - December 31, 2022</b>	<b>Actual Spring/Summer January 1, 2023- June 30, 2023</b>	<b>Total Allocation</b>	<b>Actual Travels- Stipends Requested</b>
<b>2022-23 Budget Allocation</b>	<b>\$30,340.00</b>	<b>\$30,340.00</b>	<b>\$60,680.00</b>	
<b>Total Summer &amp; Fall Expenses</b>	<b>\$24,690.22</b>			
<b>Balance of Summer &amp; Fall 2021 Monies</b>	<b>\$5,649.78</b>			
<b>Total Spring &amp; Summer 2022 Expenses</b>		<b>\$30,198.82</b>		
<b>Balance of Spring &amp; Summer 2022 Monies</b>		<b>\$141.18</b>		
<b>Total Monies Requested</b>				<b>\$63,470.94</b>
<b>Balance Remaining</b>			<b>\$5,790.96</b>	

# 2022-23 Project Updates

- FA Charitable donations: \$500 to the SA Food and Toy Drive
- FA-SA-SGA Partnership:
  - Unheard 22 : Faculty volunteers will be setting out boots on 4/22
  - 988 Stickers: Donation for purchasing
- YC Faculty Activities: Summer Institute
- Ongoing: Faculty Service Document, Constitution Updates
- Upcoming: 23-24 Elections



# Yavapai College Values

- Excellence
- Caring
- Equity
- Integrity



# The YC Value Excellence:

- We foster positive relationships with students, staff, and faculty to support student learning goals.
- We anticipate the needs of stakeholders and adjust our efforts to reduce their challenges and support their objectives.
- We create a positive, productive, and supportive environment conducive to learning.





LEARNING  
KEEPS YOU  
*Growing*

THE **YCWAY** AWARD

**Bereavement  
Policy 2.16**

# Yavapai College Student Government Association



is

- 988 initiative
- Applications for SGA Executive Board
- Senate Update
- Pop-Up closet initiative
- DC Trip



# Thank you!





MEMO

To: Dr. Lisa Rhine

From: Dr. Diane Ryan

Date: January 27, 2023

Subject: Recommendation of Fulltime Faculty moving from provisional status to continuing status for the 2023-2024 Academic year.

The following faculty are completing their third year in provisional status, and I recommend moving them to continuing status starting the 2023 – 2024 academic year. The recommendations are based on review of their portfolios and my own observations/conversations with the faculty, and their deans. The portfolios contain a self-reflection on teaching, classroom observations, student evaluations, observations from peer mentoring, and performance management. With your approval these faculty should be presented to the District Governing Board February meeting.

1. Spencer Coffin – Unmanned Aircraft Systems (UAS) – Aviation Ground Instructor  
Spencer did not provide a teaching philosophy in the portfolio. He provided a resume. Currently he holds certificates in Remote Pilot's license and Auto Cad Drafting and Design. He earned a Bachelor of Applied Science in Operations Management Technology in 2021.

Spencer's mentoring team was John Morgan, Matt Mintzmyer, and Marie Hardman. They provided clear and consistent feedback to him over the provisional period noting in 2021 that all observers agreed that his teaching style has improved greatly in the last year. Specific suggestions were discussed for Spencer to work on, such as decreasing the dependence on PowerPoints presentations and reducing the number of words on the slides, to be more interactive, engaging, and enthusiastic about the topic, ask more effective questions and allow students time to answer and recap at the end of class. In the fall of 2022, I observed Spencer and noted from my perspective Spencer's that confidence as a teacher has increased. He answered students' questions patiently, clarified ideas, and moved around the classroom during the lecture. The peer mentors observed him separately in 2022 and documented that he still needed to work on clarifying his syllabus and including all the YC essential parts and to give students more time to work on projects.

Student evaluations on the courses Spencer taught from 2019 – 2022 state that the instructor was informative, engaged and made the classes fun. On the scale questions most of the classes averaged 4.5 to 5.0 except for two classes in 2021. These classes were rated low (2.5), but the comments about the instructor were positive.

Spencer did not provide a section on college service in the portfolio, but he did provide a 2021 Performance Management final evaluation. From the evaluation I learned he served on the SLOA Committee and the 3D printed PPE equipment for the medical and public safety community. He also attends open houses to market the UAS program.

2. Jason Ebersole – Emergency Medical Services (EMS)

Jason’s teaching philosophy was written as a cover letter in which he explained that he is a team player and tries to build teams within the Emergency Medical Technician and Paramedicine classroom due to the nature of their work. He commented his provisional process was through COVID and it was difficult at times since one of his mentors changed upon their resignation to his immediate supervisor. Placing Jason directly in EMS, under Director Hibben, has made his teaching career professional and consistent.

Jason’s first peer mentoring team consisted of Shane Gibson, Steve Rollins, and Nancy Bowers. Both Shane and Nancy provided constructive feedback to Jason in 2019 when they first observed him teaching a class. The peer mentoring forms indicate Jason heeded their advice and provided a clear overview of the course to students and changed some ways he interacted with students. Shane Gibson commented consistently that Jason’s online teaching style was clear, consistent, and organized.

Over the course of five semesters Jason taught in the Allied Health Services (AHS), Biology (BIO), and EMS programs. Based on comments from the student evaluations, Jason’s interaction, and response time on feedback for student assignments is quick, indicating he is responsive to feedback. The average of student satisfaction with the classes he taught ranged from 3.6 to 4.5. Consistent comments from students about Jason included that he was approachable and understanding.

During Jason’s provisional period he served under three supervisors: Nancy Bowers (AHS), Scott Farnsworth (BIO) and Tresa Hibben (EMS). Nancy provided the end of year performance management evaluation (2021), and stated Jason is open to feedback and willing to learn how to meet students where they are while maintaining the professionalism of the AHS program. Jason indicated on his self-evaluation narrative that he employed the Outward Mindset tool of Meet to Learn with six students and it opened his eyes to the challenges they overcome to attend college. Scott Farnsworth provided the 2022 end of the year evaluation and rated Jason as “exceeds expectations.” In his narrative Jason provided examples of how he spent the last year working on improving his online courses and going through the Improving Your Online Course process.

Jason has maintained all his certifications to teach in the EMS program. He served on the Faculty Senate as a Senator for two years and currently serves on the General Education Committee and the Curriculum Committee. Jason is also engaged with the community

serving in the Civil Air Patrol and volunteering to teach First Aid classes at Bradshaw Mountain High School.

3. William Hamm – Automotive

William has extensive experience in the Automotive, Motorcycle, and Upholstery business. His teaching philosophy is that he enjoys sharing all the knowledge he has gained with the students and seeing them achieve their goals.

William's mentoring team was Jerrad Smith, John Morgan, and Ted Archer. Mentor comments include that he enjoys teaching and knows the material well. As part of the provisional period, he needed to work on slowing down his rate of speech, asking more questions of students, and referring to more current standards. By the end of the provisional period William improved in some of these areas as indicated by recent observations.

Student evaluations indicated the instructor was knowledgeable and passionate about motorcycle repair and upholstery. There were comments stating the instructor was not prepared at times, there needs to be less talking and more demonstration in class, and at times students were bored. Dean Morgan also noted similar areas of improvement to include handouts to go with the labs. Most observations and student evaluations noted that William is patient when working with students and answering their questions.

William's college service includes completing the Outward Mindset Training, serving on the Budget Committee, and completing the first-year orientation.

4. Crystal McCarthy – Nursing

Crystal provided a comprehensive and thoughtful teaching philosophy. She stated that education is a reflective process, and she is always learning. Throughout this provisional period, she has faced challenges, which she has learned from in order to create a conducive learning environment for students.

Crystal's mentoring team included Marylou Mercado, Rosemary Thieme, and Jennifer Jacobson. Dr. Mercado noted that Crystal is an engaged instructor who moves around the classroom, uses PPT slides, and maintains engagement and eye contact with students. The other two mentors stated similar comments. The consistent comments from mentors and students were that Crystal knew her content well and was enthusiastic about the learning material.

Overall student evaluations were positive. Students commented that Ms. McCarthy was organized, made herself available, and knew the material. When content was complex,

she did a great job of explaining the material. She had high standards but created a classroom climate where students felt comfortable approaching her.

The only college service Crystal stated in her portfolio is the Standards Committee, which is a Faculty Senate committee. In Crystal's performance evaluation plan she stated she is going to complete Outward Mindset, but there is no evidence in the portfolio to indicate she has done so.

5. Philip Reid – Computer Systems and Applications

Philip's teaching philosophy centers around the principles of giving and building relationships. In his experience, by giving one's time and subject matter expertise it will hopefully improve a student's economic and social life. In turn students bring their experiences to class which gives to the whole learning experience. To build relationships within the classroom Philip states it is important to first establish a rapport with the students which is the foundation of trust. Once students know he truly cares about their learning they then feel free to ask questions, which leads to deeper learning.

Over the provisional period Philip's mentoring team included Lauren McCrea, Edmund Bushman, Molly Beauchman, and Joan Fisher. All mentors commented that his online classes were well organized and easy to navigate. Through a welcome video, language he used in the CANVAS shells, and the way written feedback was provided to student assignments indicate that he creates an atmosphere of being approachable. Dr. Fisher noted that Philip is accessible to his students and takes the time to work with them to reach an understanding of the material and does not send them off on their own to figure it out.

In the portfolio Philip provided 17 course sections of student evaluations. Overall, most student comments were positive. However, enough students commented that the grading of assignments needed to be timelier because the feedback is important. There was one comment where the assignments were not graded until the last week of the semester. Other comments to improve the online courses were to check for spelling and grammatical errors, and to update due dates from one semester to the next and the instructor took a long time to respond. There were enough of these comments that I had a conversation with the dean, Dr. Fisher, and she assured me these concerns were from 2019 and had been addressed to Philip. He has taken steps to correct these matters.

Philip has engaged in professional development during the provisional period. He has completed the Outward Mindset training, Open Educational Resources (OER) training, Improving Your Online Course, and Quality Matters. He has badges in Project Management and ITIL Expert CPD. His college service includes the Faculty Senate, Curriculum Committee, Standards Committee, Faculty Affairs Committee, and Strategic Planning Committee.

6. Mark Whiteley – Psychology

Mark provides a comprehensive self-reflection on teaching in which he describes his approach to teaching psychology and the practices he utilizes to engage students in active learning. In addition, he addresses course retention and completion efforts so his students know that he cares about them; *For example, in my courses I regularly invite students to come and meet with me if they have any questions and for students that are struggling, I send personalized invitations. In my online courses I send out e-mails once or twice a semester just to check in on students and see how they are doing. In my course evaluations students often comment on my enthusiasm and how much I care for them and how it motivated them to do better in the course.*

Mark's peer mentoring team (Laraine Herring & Kathie Petersen) rated his face to face and online courses above average to excellent. Ms. Petersen commented that he works hard to humanize his online courses by providing weekly recorded announcements and flexible times to meet with students over Zoom in the evenings and weekends. Ms. Herring stated that he comes across as flexible and friendly, while at the same time he has high academic standards for the course.

Student evaluations from six semesters show an average rating of 4.5 out of 5 for Mark's classes. The positive comments from students illustrated that he explained things well, he was engaged, kind and respectful, flexible, personable, and helpful. Many also mentioned grading was done in a timely manner and feedback was always thorough. Comments for improvement indicated changes that could be made to the CANVAS course such as creating a discussion tab and offering classes face to face. Mark's provisional period was primarily during COVID.

During Mark's provisional period he served under three academic deans: Dr. Joan Fisher, Dr. Tina Redd, and Dr. Karen Reed. Dr. Fisher was the only dean to complete an evaluation of Mark and she rated him as highly organized and effective with students. He understands the direction of the college and works with students to create a sense of community in both his online and face to face courses.

Mark has and continues to be an engaged employee at the college. He took the OER training course and three out of the four classes he teaches are OER. He converted his 16-week classes into 8 weeks. Within his first semester of teaching, he completed the outward mindset training and attends the monthly mindset trainings when his teaching schedule permits. College service includes membership on the Pro-Grow Committee and the Instruction Committee and has always served when asked on hiring committees. Mark is also the OER faculty coordinator this year.

**Yavapai College  
Budget to Actual Status by Fund  
December 2022**

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

Source: Monthly Revenue and Expenditure  
Financial Reports

General Fund



As of December 31, 2022, the General Fund has a surplus of \$3,819,800. This is primarily the result of tuition and fee revenues being recorded for the fall 2022 semester and an additional one-time Rural Community College appropriation granted to the District by the State, subsequent to the Board approving the budget.

For the fiscal year ended June 30, 2023, General Fund revenues are projected to be over budget by \$661,100 and expenditures are projected to be under budget by \$387,400 resulting in a net surplus of \$1,048,500.

Auxiliary Fund



As of December 31, 2022, the Auxiliary Fund has a moderate surplus due to the collection of the fall 2022 semester room revenues. This will even out over the next several months. For the fiscal year ended June 30, 2023, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund



As of December 31, 2022, the Unexpended Plant Fund has a deficit of \$1,785,300 due to a significant amount of Preventative Maintenance and Capital Improvement Projects 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, 2023, 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 December 31, 2022, the Restricted Fund has a moderate surplus and is expected to be within budget for the fiscal year.

## Debt Service Fund

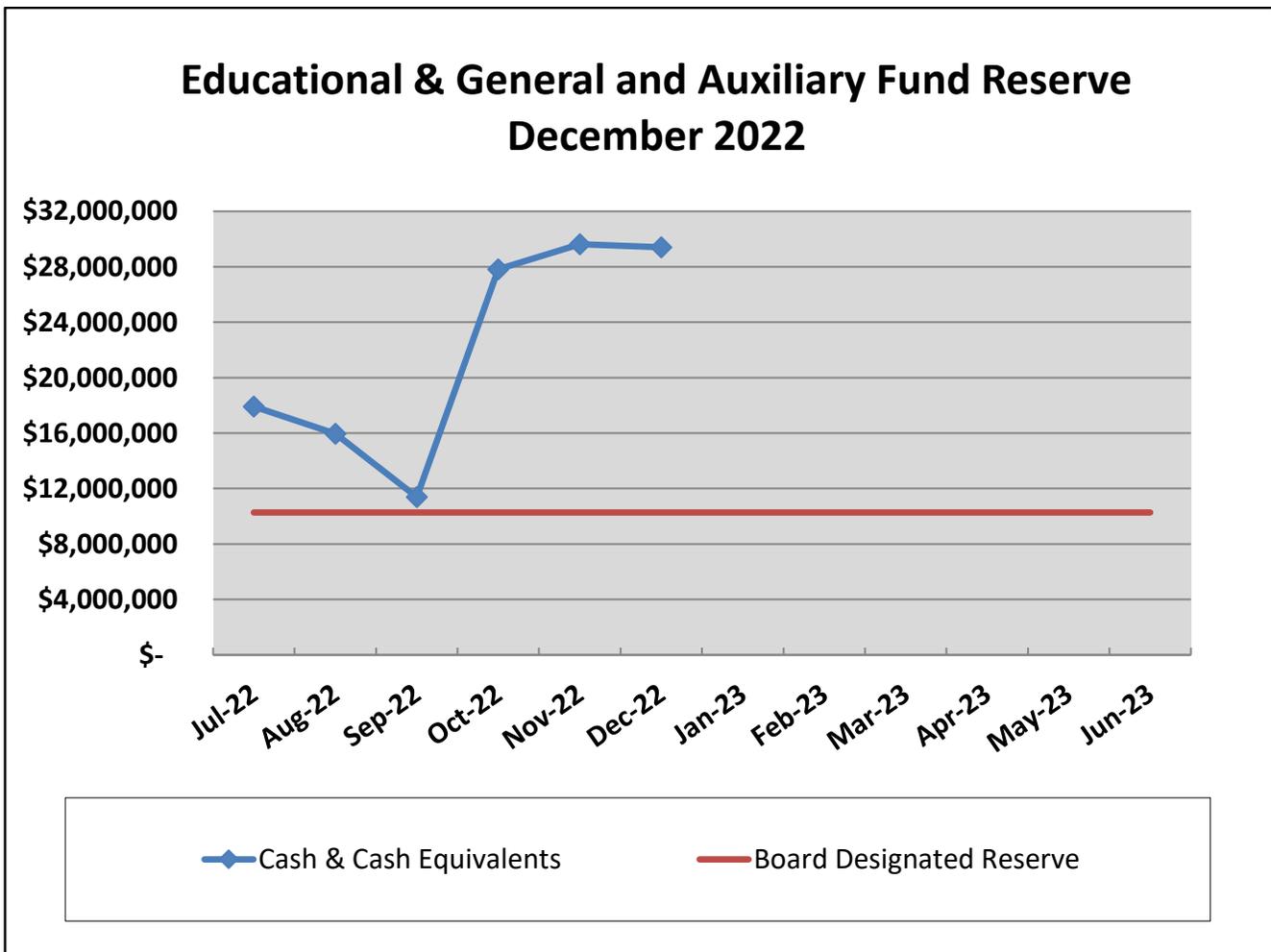


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of December 31, 2022, there were no variances from budget.

## Yavapai College Cash Reserves December 2022

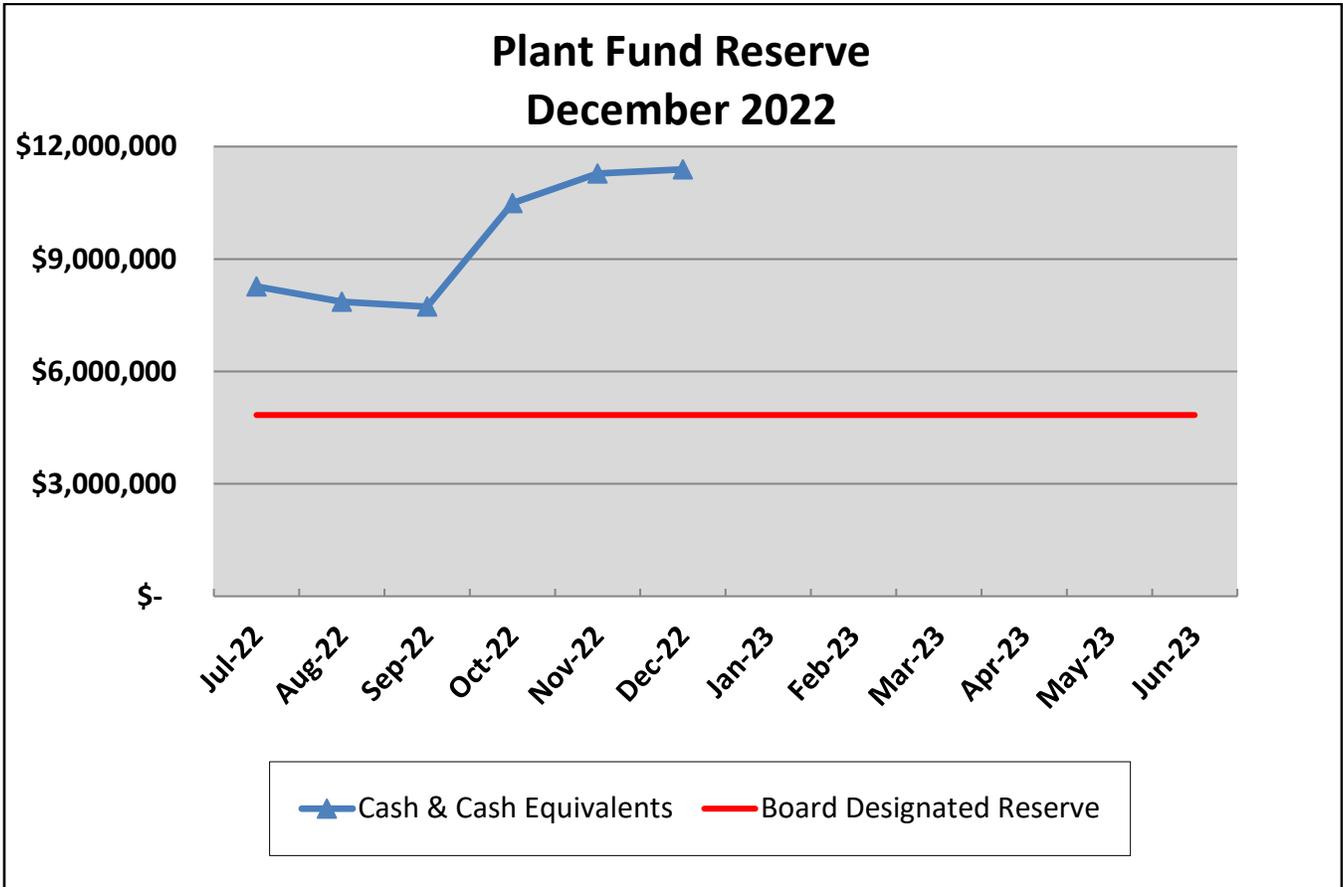
The President's monthly report on cash reserves below displays the District's reserves at December 31, 2022, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



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

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

**2022-2023**  
**District Governing Board**  
**Calendar Dates**

Month	Board Study Sessions	Board Meeting Type
<b>Friday, February 24, 2023</b> 9:00am – 4:00pm <b>Rock House</b>		<b>Budget Workshop</b> <b>9:00am-4:00pm</b>
<b>Tuesday, March 21, 2023</b> 1:00pm <b>Sedona Campus</b>	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
<b>Tuesday, April 11, 2023</b> 1:00pm <b>Rock House</b>	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
<b>Tuesday, May 16, 2023</b> 1:00pm <b>Prescott Campus</b> <b>Community Room (19-147)</b>		Budget Public Hearing/Adoption Business Meeting
<b>Tuesday, May 23, 2023</b> 9:00am-4:00pm <b>Sedona Campus</b>		<b>Board Self-Assessment</b> <b>Workshop</b>



**LIST OF DATES AND PLACES OF NATIONAL, STATE, AND LOCAL CONFERENCES, CONGRESSES, WEBINARS, SEMINARS AND EVENTS – FY 2022-2023**

TYPE OF EVENT	DATE/DAY/TIME/LOCATION
AC4 & AACCT All Trustee Meeting	Wednesday, April 19, 2023, begins 1:00 p.m. – Thursday, April 20, 2022, ends 2:00 p.m. Location: TBA
ACCT Leadership Congress 2023 <b>Deadline for Early Registration: Aug 4<sup>th</sup></b>	Monday, October 9, 2023 – Thursday, October 12, 2023 Location: Las Vegas, NV – Aria Resort & Casino

**YAVAPAI COLLEGE FOUNDATION  
NAMING GIFT AGREEMENT**

In accordance with **Policy 8.01** (Building Naming Policy) the Yavapai College Foundation, along with Yavapai College, President Dr. Lisa Rhine, proposes renaming the Yavapai College Performing Arts Center (YCPAC) located on our Prescott campus the “**Jim and Linda Lee Performing Arts Center.**”

This recognition is acknowledgement for a significant gift given to establish the Jim and Linda Lee Endowment for the Performing Arts, restricted solely for use to benefit the YCPAC. This gift will provide sustainable support for the performing arts at Yavapai College and continue to bring top-of-the-line talent to our community through Northern Arizona’s premier arts entertainment venue.

For more than 40 years, Jim and Linda Lee have made their presence in the greater Prescott area known through visionary leadership and generous philanthropic support of dozens of community organizations, particularly in the areas of the performing arts and sciences. Beyond that, their efforts in creating and developing upscale residential and commercial developments have added to the economic growth and prosperity of the area.

Per College policy, this recognition will last for the maximum number of years allowed by college policy – a period of 40 years or until the facility is demolished, substantially renovated or expanded.

The Lee’s names will be installed with prominent signage on the exterior of the building as indicated in the attached rendering and incorporated into promoting *any and all events* happening at the Performing Arts Center. Additionally, a dedication ceremony and reception to publicly honor the donors and recognize the singular impact of this gift on Yavapai College will be held following installation of the signage.

# Yavapai College: Your Key to the Heart of AZ

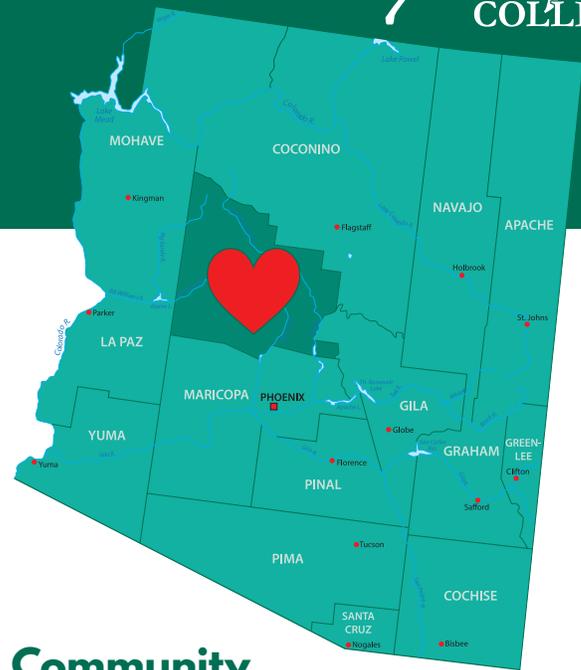
Yavapai  
COLLEGE

A Yavapai College partnership sends the message that your organization and brand are aligned with supporting student scholarships, innovative classroom technology, student initiatives, nationally-ranked athletics, and world-class performances at our Performing Arts Center.

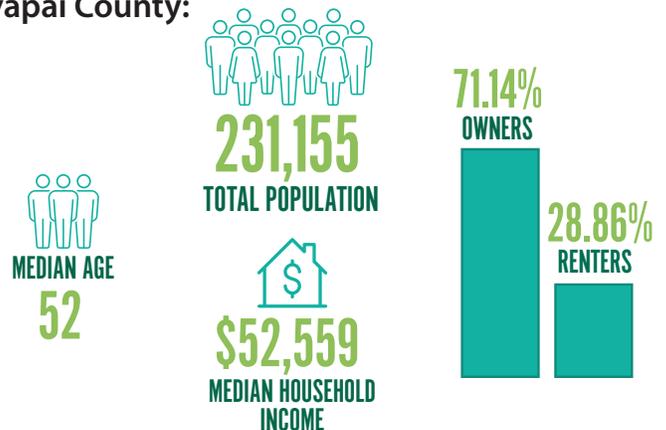
## The College

With six campuses and centers countywide you get exposure to:

 <p><b>14,000+</b> CREDIT AND NON-CREDIT STUDENTS</p>	<ul style="list-style-type: none"> <li>+ Ages six months to 100 (and their families)</li> <li>+ More than 1,800 high school students in dual enrollment</li> </ul>				
 <p><b>20+</b> INFORMATION SCREENS</p> <p>+ Across six campuses</p>	<p>Prescott Campus digital billboard:</p>  <p><b>33,500</b> VEHICLES PER DAY</p>				
<p>Performing Arts Center:</p>  <p><b>80</b> PERFORMANCES ANNUALLY</p> <p>+ Audiences topping 75,000</p>	<p>+ Currently installing three more billboards at remaining locations</p>				
<p>Athletics:</p>  <p><b>10,000</b> ATTENDEES</p> <p>+ Host up to 50 home games</p>	<p>Digital visibility:</p> <table border="0"> <tr> <td>   <b>8,800</b> LINKEDIN         </td> <td>   <b>8,256</b> FACEBOOK         </td> </tr> <tr> <td>   <b>1,667</b> TWITTER         </td> <td>   <b>2,464</b> INSTAGRAM         </td> </tr> </table>	 <b>8,800</b> LINKEDIN	 <b>8,256</b> FACEBOOK	 <b>1,667</b> TWITTER	 <b>2,464</b> INSTAGRAM
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 <b>1,667</b> TWITTER	 <b>2,464</b> INSTAGRAM				
 <p><b>200</b> COMMUNITY EVENTS</p> <p>+ on sites annually</p>	<table border="0"> <tr> <td>   <b>7,000+</b> E-NEWSLETTER SUBSCRIBERS         </td> <td>   <b>2M</b> YC.EDU PAGE VIEWS ANNUALLY         </td> </tr> </table>	 <b>7,000+</b> E-NEWSLETTER SUBSCRIBERS	 <b>2M</b> YC.EDU PAGE VIEWS ANNUALLY		
 <b>7,000+</b> E-NEWSLETTER SUBSCRIBERS	 <b>2M</b> YC.EDU PAGE VIEWS ANNUALLY				
 <p><b>15,000+</b> ALUMNI</p>					



## The Community Yavapai County:



### Tourism:

Visitors to the area number **5.9 million** for the North Central Region (Yavapai and Gila counties), with **\$1.13 billion** in direct spending. The Verde Valley is home to a burgeoning wine scene, recently ranked fourth on a national list of best wine regions.

With countless outdoor activities, Prescott hosts the World's Oldest Rodeo in July and art fairs on the Courthouse Plaza nearly every weekend during the summer. Add Arizona's Christmas City parade and downtown lighting ceremony and there's something for everyone year round.

### Prescott Visitor Survey:

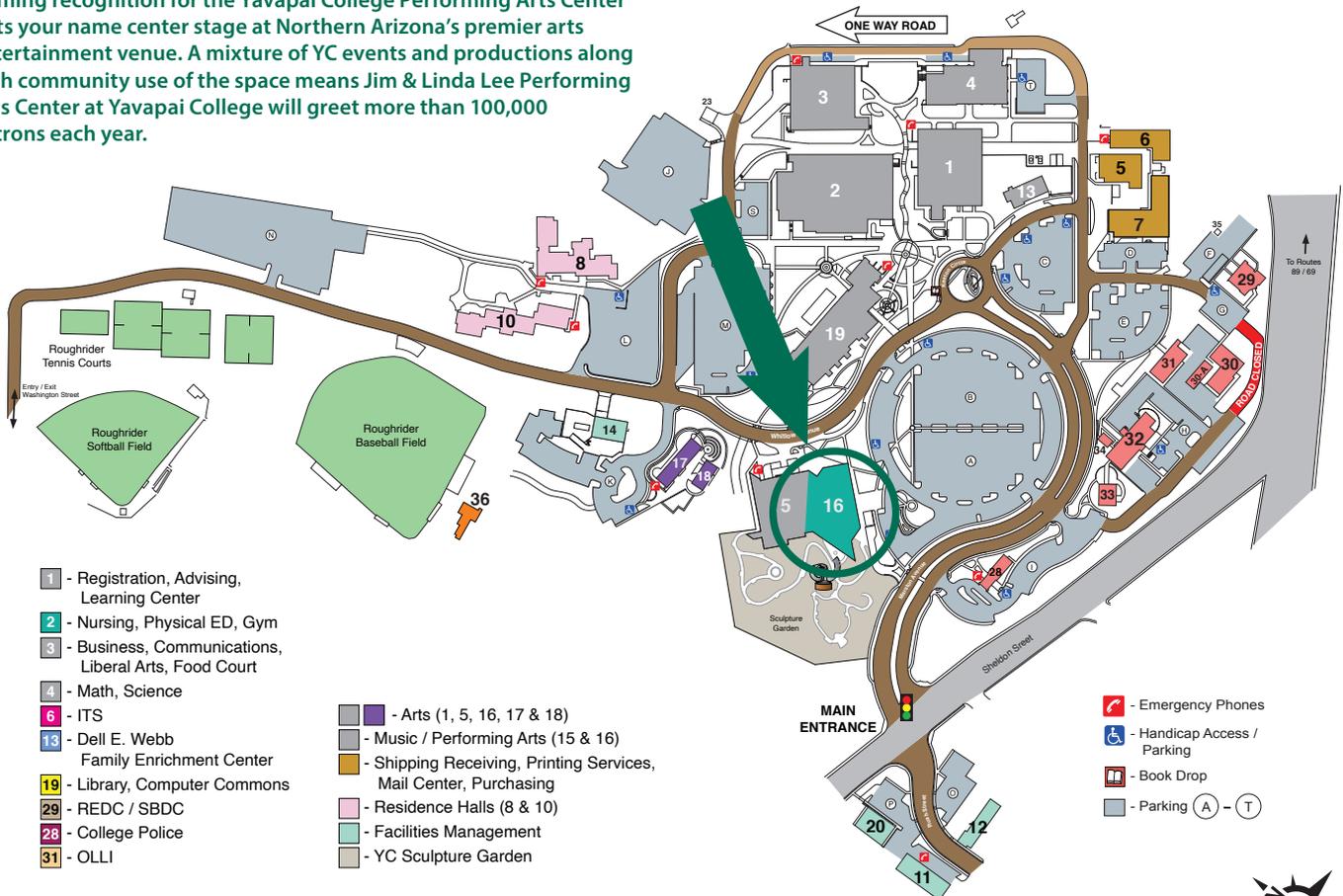


Yavapai College estimates that more than **250,000** people visit our libraries, frequent our Performing Arts Center, eat at the Rider Diner, or attend a YC class or event each year!



## Jim & Linda Lee Performing Arts Center

Naming recognition for the Yavapai College Performing Arts Center puts your name center stage at Northern Arizona's premier arts entertainment venue. A mixture of YC events and productions along with community use of the space means Jim & Linda Lee Performing Arts Center at Yavapai College will greet more than 100,000 patrons each year.



**Yavapai College**  
District Governing Board  
Workshop

Tuesday, January 31, 2023  
9:00 a.m.

**Career and Technical Education Center**  
220 Ruger Road  
Prescott, Arizona 86301

**Members Present:**

Ms. Deb McCasland, Board Chair  
Mr. Chris Kuknyo, Secretary  
Mr. Ray Sigafoos, Board Member  
Mr. Steve Bracety, Board Member

**Administration Present:**

Dr. Lisa B. Rhine, President  
Atty. Lynne Adams, Board Attorney  
Ms. Yvonne Sandoval, Executive Assistant  
Ms. Deanne Petty, DGB Coordinator

**MINUTES**

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=15aee72b-0d8d-44a7-8346-af9b0141bf6d>

1. General Functions: Procedural
  - a. Call to Order {Time: 1}  
Chair McCasland called the Yavapai College District Governing Board Meeting to order at 9:00 a.m. She announced that Board Member Chevalier resigned effective 1/30/2023. She thanked him for his service and representing District 3. At the February 21<sup>st</sup> meeting the board will have further updates on his vacancy and the process of filling it.
  - b. Election of Board Officers (Chair, Secretary) and Board Member Liaison Committee Appointments by Chair for 2023 – **DISCUSSION AND DECISION** {Time: 20}  
***Recorded discussion and comments are available and begin at 00:47.***

**Member Kuknyo nominated and moved, seconded by Secretary Sigafoos, that Chair McCasland be elected Board Chair for a 2-year term. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, and Bracety).**

**Member Sigafoos nominated and moved, seconded by Member Bracety, that Member Kuknyo be elected Board Secretary for a 2-year term. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, and Bracety).**

Secretary Kuknyo wanted to welcome new Board Member Steve Bracety to the board for his first board meeting. Chair McCasland explained that Mr. Bracety is taking over Mitch Padilla's position that he vacated.

**Chair McCasland was appointed as the Arizona Association of Community College Trustees (AACCT) Liaison and Spokesperson of the Board. Member Bracety was appointed Liaison for Yavapai College Foundation.**

Secretary Kuknyo stated that if someone will not be available for a meeting, he is available to fill in.

- c. Adoption of Agenda – **DECISION** {Time: 1}  
*Recorded discussion and comments are available and begin at 06:30.*

**Member Sigafos moved, seconded by Secretary Kuknyo, to adopt the agenda. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

### ***SHORT RECESS***

## 2. Study Session

- a. Executive Session – Pursuant to A.R.S. Section 38-431.03(A)(9), Discussion Regarding the College's Information Technology Security Plans, Procedures, Assessments, Measures or Systems – Mr. Patrick Burns, Chief Information Officer  
**PROCEDURAL** {Time: 60}  
**Secretary Kuknyo moved, seconded by Member Sigafos, to go into Executive Session – Pursuant to A.R.S. § 38-431.03(A)(9), Discussion Regarding the College's Information Technology Security Plans, Procedures, Assessments, Measures or Systems. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**
- b. Reconvene in Public Session – Attorney Lynne Adams
- c. Possible Action RE: Yavapai College's Information Technology Security Systems and Plans as a result of Executive Session – Attorney Lynne Adams – **DECISION** {Time: 5}  
*Recorded discussion and comments are available and begin at 08:11.*

No action needed to be taken for the executive session. This was just an information presentation, and due to its security nature and sensitivity, it needed to be held in executive session.

- d. Revision to Yavapai College District Governing Board Policy 302 – Board Chairperson Role & Authority #6 - **INFORMATION, DISCUSSION, AND DECISION** – Chair Deb McCasland {Time: 20} (*Attached*)  
*Recorded discussion and comments are available and begin at 09:20.*

Chair McCasland proposed a revision to reduce the number of evaluations due to the expense of the evaluations. Discussion from Member Sigafos about having new board members and what the necessity would be for onboarding new members. Chair McCasland felt the board could use other means of evaluations. Attorney Adams recommended a revision to the policy that would require “at least one evaluation a year,” leaving it open to more evaluations if necessary. Dr. Borofsky offered up his ability to do an evaluation for the board as well.

**Secretary Kuknyo moved, seconded by Member Bracety, to revise Policy 302 #6 to read as follows: “ensure that the board self-evaluates at least once a year with the intention of evaluating the board and board members compliance with board policy.” Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

- e. Discussion on Individual Yavapai College District Governing Board Policies – **INFORMATION AND DISCUSSION** – Dr. David Borofsky, Director of the Arizona Association of Community Colleges Trustee {Time: 120}

***Recorded discussion and comments are available and begin at 14:15.***

- i. Board Policy 401 Delegation to and Accountability of President
- ii. Board Policy 402 Presidential Monitoring
- iii. Board Policy 307 Board Member Responsibilities

Dr. Borofsky gave a presentation to the board which reviewed Policies 401, 402, and 307. The presentation covered the role of the governing board, goals, code of ethics, delegation to the President and accountability of the President.

Dr. Borofsky mentioned that the board does a good job of reviewing policies to stay up to date. The President brings forth ideas and solutions for the board to vote on. It’s important that the board make decisions as a unit or team, not as individuals, and accept those decisions no matter the vote.

There was discussion from the board about supporting the President in her role to run the College. Dr. Rhine commented that she welcomes discussion and input from the board. The board approves a Strategic Plan presented by Dr. Rhine. There is a 3-year plan. The board is governing the strategic and future direction. The President is given goals and expectations from the board to help her and to provide the basis for her evaluation and progress. Dr. Rhine explained her evaluation process and what data goes into that evaluation.

Dr. Borofsky pointed out that the board members need to understand that decisions need to be made for the entire college, and not just for the District they represent. The President is hired to decide where more resources should go. If the board doesn’t like her choices, they need to discuss it with her to understand why her decisions were made, or if there is other information she should know.

Dr. Rhine made a comment about misinformation out in the community, and noted that it's helpful if board members can correct that information. Dr. Rhine and Chair McCasland brought up a couple of examples of this time of situation. One included information of Dr. Rhine and the Prescott College President being confused. The other included misinformation about Yavapai College not supporting or even getting rid of sports, when the truth is that the College is expanding sports.

Discussion about board members speaking ill of board decisions and that some board members on some college boards cite freedom of speech. Board members' personal opinions are important, but board members need to be respectful of the decisions made by the majority of the board. It's important to speak positively of the College and the board.

Discussion about open meeting laws and making sure that new Board Member Bracety understands the importance of the policy and law about it. Attorney Adams indicated it was part of his onboarding. Attorney Adams made a comment about our current board being very good about our open meeting law compliance.

Secretary Kuknyo brought up a discussion about how unique we are with six campuses. Dr. Rhine indicated we are one of the largest rural community colleges.

Dr. Borofsky provided information about the presentation for the ACCT conference in April.

- f. 2023 Board Member Conflict of Interest Forms – **INFORMATION AND DISCUSSION** – Attorney Lynne Adams {Time: 5}  
*Recorded discussion and comments are available and begin at 1:23:50.*

Attorney Adams explained what the Conflict-of-Interest Form is and why it needs to be completed. There are currently no conflicts of interest for any board member. If anything changes, board members can change the form mid-year. Members who have a conflict with any board decision could be asked to leave the room when the board discusses and votes on the item, but is not required by the law. Member Sigafos indicated he has a stepdaughter attending the College so he can't vote on the tuition. Attorney Adams indicated that he can vote and does not have a conflict because it's a remote interest under the law. It is one of the statutory exceptions to the Conflict of Interest statute.

### 3. Board Business

- a. Yavapai College District Governing Board Code of Ethics - **INFORMATION, DISCUSSION, AND DECISION** {Time: 15} (*Attached*)  
*Recorded discussion and comments are available and begin at 1:27:04.*

Dr. Borofsky continued with his presentation, which included the DGB Code of Ethics. The board has one employee, the President. The President employees the rest of the staff. Chair McCasland indicated that the more the members adhere to the Code of

Ethics, the better job Dr. Rhine can do. Dr. Rhine won't get distracted by small matters or negative comments. When the board supports her, she will fly, and therefore the College will fly.

The whole code of ethics is important, but Dr. Borofsky highlighted two very important parts to discuss. One of those is what is important to the board, and that is to create policies and goals for the President. These are policies the board can all live by so that Dr. Rhine can manage the institution in a way that the board wants her to manage the institution for the students and communities to be successful. The authority lies with the whole board, not an individual. Chair McCasland commented on how she follows this by her trust and verify process. There are reports and communications that allow her to verify.

Chair McCasland brought up attending public events for the college and community. Attorney Adams explained that it isn't considered a meeting subject to the Open Meeting Law if the board just has a quorum at an event; there must be board discussion too. A notice is posted as a courtesy. Attorney Adams also pointed out this item is under item G which talks about appropriate procedures for communicating with the media and other community groups.

Member Sigafos indicated that the individual board members have the right to communicate their individual opinions separate from the board. Secretary Kuknyo pointed out that it's important to watch what is said because it can be twisted and statements can be used out of context. Dr. Borofsky agreed with Secretary Kuknyo that although there is freedom of speech, it's important to watch what is said because it can send a message to the community that there are problems when in fact there may not be. It's important to understand your role as a board member and to not do anything maliciously.

**Member Sigafos moved, seconded by Secretary Kuknyo, to reaffirm the Code of Ethics as written. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

b. Consent Agenda – **DECISION** {Time: 5}

***Recorded discussion and comments are available and begin at 1:23:50.***

**Secretary Kuknyo moved, seconded by Member Sigafos, to approve items 4, 5, and 6 on the Consent Agenda. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

- i. Board Workshop Minutes – Monday, November 14, 2022 (*Attached*)
- ii. Board Executive Session Confidential Minutes – Monday, November 14, 2022
- iii. Board Regular Minutes – Tuesday, November 15, 2022 (*Attached*)

Member Sigafos wished to make a comment about the minutes applauding the administrative staff for doing a great job of putting together the minutes.

Member Bracety indicated he needed to abstain from voting on the Consent Agenda, as he was not a board member when this meeting occurred.

Chair McCasland requested a revision to the November 15, 2022, minutes to revise the 2.a.i.1 to read as follows:

“Mr. Aaron Rodriguez gave a presentation to the board encompassing what his Construction Program and students have been achieving, with their most recent projects being a tiny house and a storage shed. His team is using these prototypes to be able to sell the sheds his students build. They are also moving to an 8-week model to attempt to increase enrollment among the working and retired population. “

**Member Sigafos moved, seconded by Secretary Kuknyo, to approve items 1, 2, and 3 with the revisions noted to item 2.a.i.1 of the minutes. Motion carried 3-0-1 (Ayes: McCasland, Kuknyo, and Sigafos; Abstained: Bracety).**

- iv. Intergovernmental Agreement Northern Arizona Regional Training Academy (NARTA) Academy Sergeant (*Attached*)
- v. Intergovernmental Agreement Amendment Arizona Department of Economic Security (*Attached*)
- vi. Letter for Alternate to Service on Yavapai Combined Trust Board (*Attached*)
- vii. Yavapai College Summary of Program Deletion Proposals
  - 1. Early Childhood Education – AAS
  - 2. Windows Server Administrator Certificate
  - 3. Industrial Machine Mechanic (IMM) Certificate
  - 4. Advanced Electronics Certificate
  - 5. IMM – Hydro Utility Tech Certificate
  - 6. IMM – Mechanic Assistant Certificate
  - 7. IMM – Machine Fabrication Tech Certificate
  - 8. Integrated Systems Engineering Technician Certificate
- viii. Yavapai College Summary of New Program Proposals
  - 1. Bachelor of Science in Business – Accounting Concentration
  - 2. Bachelor of Science in Business – Entrepreneurship Concentration
  - 3. Automated Industrial Technology Certificate
  - 4. Licensed Practical Nursing (LPN) Certificate
  - 5. Community Health/Critical Care Paramedic Certificate

Member Kuknyo indicated that he had a few questions about the background for the deletion and addition proposal for courses for items 7 and 8.

President Rhine addressed the early childhood certificate and early childhood education pre-kindergarten-12 certificate, which leads to teacher certification with the state. The Early Childhood Education-AAS is being deleted based on the realities of the jobs available with that degree. Currently, someone could walk in off the street and get an entry level job within early childhood education without competency. Someone with Early Childhood Education-AAS would be hired at the same rate of compensation as someone without a degree. One of the pillars of the strategic plan is to ensure that our programs lead to jobs that pay a living wage. Students were going into debt or using up PELL grant funds for a program that wasn't going to help

them with their living wage. This change was made to try to steer the students into the program that will allow them a compensation increase.

President Rhine indicated that the rest of the certificate programs being cut were due to low enrollment. Some of the certificates being cut were added to the Automated Industrial Technology certificate with more credit hours.

President Rhine explained that the bachelor's degree was approved by the board and then HLC to offer a Bachelor of Science in Business with a focus on organizational leadership. The two new concentrations that will feed into this same bachelor's degree.

Member Sigafos brought up a concern about the CPA Exam needing 150 hours to take the exam, and not 120 hours, which is what the Bachelor of Science in Business – Accounting Concentration currently has.

**Secretary Kuknyo moved, seconded by Member Sigafos, to approve items 7 and 8 on the Consent Agenda. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

4. Adjournment of Board Workshop: Procedural - **DECISION** {Time: 1}  
**Secretary Kuknyo moved, seconded by Member Bracety, to adjourn the Workshop Board Meeting. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

**Regular Meeting adjourned at 11:58 a.m.**

**Respectfully submitted:**

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**Deanne K. Petty, Recording Secretary**

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**Date**

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**Ms. Deb McCasland, Board Chair**

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**Mr. Chris Kuknyo, Secretary**

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

**For the Six Months Ended December 31, 2022**

**District Governing Board**

**Fiscal Year 2022-23 Budget:**

**\$ 258,100**

		<b><u>Year-to-Date</u></b>	<b><u>Encumbered</u></b>	<b><u>Total</u></b>
	<b><u>Purpose</u></b>	<b><u>Expenditures</u></b>	<b><u>Obligations</u></b>	<b><u>Expenditures/ Encumbrances</u></b>
<b>EXPENDITURES (note 1):</b>				
Salary Expenses	Staff Support	\$ 28,714	\$ 36,837	\$ 65,551
Association of Community College Trustees	Membership & Conference Fees	5,500	-	5,500
ACCT Leadership Congress (NYC)	Travel	14,643	-	14,643
Deborah McCasland	Travel	191	-	191
HHS	Catering	1,184	-	1,184
Osborn Maledon PA	Legal Counsel	15,947	27,823	43,770
Supplies/Other	Various Vendors	589	-	589
YC Printing Services	Printing	194	-	194
				<u>131,622</u>
<b>Remaining Budget - December 31, 2022</b>				<b><u>\$ 126,478</u></b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2022 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2022-2023**

**SUMMARY - ALL FUNDS**

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
General Fund	\$ 31,970,686		\$ 31,970,686	\$ 54,378,300	58.8%
Restricted Fund	7,669,114		7,669,114	18,448,100	41.6%
Auxiliary Fund	3,443,440		3,443,440	5,543,100	62.1%
Unexpended Plant Fund	5,553,107		5,553,107	9,405,500	59.0%
Debt Service Fund	631,018		631,018	1,258,100	50.2%
<b>TOTALS</b>	<b><u>49,267,365</u></b>		<b><u>49,267,365</u></b>	<b><u>89,033,100</u></b>	<b><u>55.3%</u></b>

	<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>
<b>EXPENDITURES (note 1):</b>						
General Fund	\$ 26,905,583	\$ 14,787,300	\$ 13,541,968	\$ 28,150,915	\$ 54,378,300	51.8%
Restricted Fund	6,044,291	1,811,258	1,170,625	6,684,924	18,448,100	36.2%
Auxiliary Fund	2,317,304	889,935	289,876	2,917,363	5,543,100	52.6%
Unexpended Plant Fund	2,690,536	4,647,918	-	7,338,454	9,405,500	78.0%
Debt Service Fund	2,150	628,300	-	630,450	1,258,100	50.1%
<b>TOTALS</b>	<b><u>37,959,864</u></b>	<b><u>22,764,711</u></b>	<b><u>15,002,469</u></b>	<b><u>45,722,106</u></b>	<b><u>89,033,100</u></b>	<b><u>51.4%</u></b>
<b>SURPLUS/(DEFICIT)</b>				<b><u>\$ 3,545,259</u></b>	<b><u>-</u></b>	

**COMMENTS:**

Through the third month, 51.4% of budget has been committed (excluding labor encumbrances) compared to 55.3% of revenues received.

The budget currently has a surplus of \$3,545,259.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2022 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2022-2023**

**GENERAL FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 22/23 Budget</u>	<u>Percent of Budget</u>	<u>FY 22/23 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 21/22 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>		
<b>REVENUES:</b>											
Primary Property Taxes	\$ 21,019,056		\$ 21,019,056	\$ 42,164,600	49.9%	\$ 42,164,600	\$ -	\$ 20,442,786	2.8%		
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%		
Tuition and Fees	9,591,127		9,591,127	11,860,000	80.9%	10,830,000	(1,030,000)	9,100,821	5.4%		
Tuition and Fees - Contingency	-		-	(530,000)	0.0%	-	530,000	-	0.0%		
State Appropriation - Maintenance	150,200		150,200	300,400	50.0%	300,400	-	294,650	-49.0%		
State Appropriation - Rural Aid	1,391,100		1,391,100	1,843,400	75.5%	2,782,200	938,800	1,794,050	-22.5%		
YCF Contribution - Basketball Program	446,000		446,000	423,700	105.3%	446,000	22,300	-	0.0%		
Other Revenues	266,168		266,168	472,900	56.3%	472,900	-	125,779	111.6%		
Interest Income	145,385		145,385	70,000	0.0%	270,000	200,000	17,659	723.3%		
Fund Balance Applied to Budget	863,500		863,500	1,727,000	50.0%	1,727,000	-	-	100.0%		
General Fund Transfer In/(Out)	(1,901,850)		(1,901,850)	(3,803,700)	50.0%	(3,803,700)	-	(1,689,700)	12.6%		
<b>TOTAL REVENUES</b>	<b>31,970,686</b>		<b>31,970,686</b>	<b>54,378,300</b>	<b>58.8%</b>	<b>55,039,400</b>	<b>661,100</b>	<b>30,086,045</b>	<b>6.3%</b>		
		<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 22/23 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 22/23 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 21/22 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>
<b>EXPENDITURES (Note 1):</b>											
Instruction		\$ 9,634,216	\$ 4,938,745	\$ 4,602,216	\$ 9,970,745	\$ 20,751,600	48.0%	\$ 20,502,581	\$ (249,019)	\$ 9,241,681	4.2%
Academic Support		2,476,944	1,420,737	1,409,106	2,488,575	5,065,600	49.1%	5,065,600	-	2,456,409	0.8%
Institutional Support		6,373,099	3,691,156	3,214,525	6,849,730	11,083,400	61.8%	11,039,066	-	5,644,651	12.9%
Student Services		4,226,552	2,591,161	2,541,925	4,275,788	9,222,800	46.4%	9,084,458	(138,381)	3,315,839	27.5%
Operation/Maintenance of Plant		3,482,087	2,145,501	1,774,196	3,853,392	6,832,500	56.4%	6,832,500	-	2,903,534	19.9%
Scholarships		709,300	-	-	709,300	1,409,900	50.3%	1,409,900	-	838,656	-15.4%
Public Service		3,385	-	-	3,385	12,500	27.1%	12,500	-	480,405	-99.3%
<b>TOTAL EXPENDITURES</b>		<b>26,905,583</b>	<b>14,787,300</b>	<b>13,541,968</b>	<b>28,150,915</b>	<b>54,378,300</b>	<b>51.8%</b>	<b>53,946,605</b>	<b>(387,400)</b>	<b>24,881,175</b>	<b>8.1%</b>
<b>SURPLUS/(DEFICIT)</b>					<b>\$ 3,819,771</b>	<b>\$ -</b>					

**COMMENTS:**

Tuition and Fees revenues above budget due to most of the revenue related to the spring 2023 semester being recorded. This will even out over the next few months.

State Appropriation - Rural Aid is at 75.5% of budget due to an additional \$938,800 of one-time appropriation granted to the College by the State, subsequent to the College approving its budget. The 2nd quarter allotment of this appropriation, as well as the College's recurring appropriation, was received in October. The additional appropriation will be used to fund non-recurring expenses.

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.).

Public Service is significantly below the prior year due to the REDC now being funded with Prop 207 monies which is in the Restricted fund.

The Budget currently has a surplus of \$3,389,518.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES**

**For the Six Months Ended December 31, 2022 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2022-2023**

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>	
Salaries	\$ 15,520,800	\$ 14,471,533	7.3%	<b>1</b>
Benefits	4,687,804	4,520,635	3.7%	<b>2</b>
Supplies	1,574,763	1,387,510	13.5%	<b>3</b>
Contractual Services and Other	3,023,519	2,474,381	22.2%	<b>4</b>
Utilities & Communications	833,880	770,502	8.2%	
Travel, Conferences & Memberships	555,517	417,958	32.9%	<b>5</b>
Scholarships	709,300	838,656	-15.4%	<b>6</b>
	<u>\$ 26,905,583</u>	<u>\$ 24,881,175</u>	8.1%	

- 1** - Salaries increased due to annual compensation increases, various new positions added in ITS, Student Services and Athletics, and fewer vacant positions this fiscal year.
- 2** - Benefits increased due to slightly higher premiums and new positions added in the current fiscal year.
- 3** - Supplies increased from the prior year due to higher prices, the timing of payments for software/licenses, more in person classes and student activities, and more employees working on campus.
- 4** - Contractual Services increased from the prior year mainly due to higher cyber liability insurance premiums, general price increases, and the timing of payments for items such as maintenance contracts (software/equipment).
- 5** - Travel, Conferences & Memberships increased from the prior year due to higher gas prices, food, lodging and airfare, and increased in-state and out-of-state travel post pandemic.
- 6** - Scholarships decreased as a result of not offering the One Free Class initiative in the current year compared to the prior year.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2022 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2022-2023**

**RESTRICTED FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Federal Grants and Contracts	\$ 4,310,884		\$ 4,310,884	\$ 11,060,000	39.0%
State Grants and Contracts	186,550		186,550	410,000	45.5%
Private Gifts, Grants and Contracts	586,909		586,909	1,367,000	42.9%
Proposition 301 Workforce Development	695,028		695,028	1,250,000	55.6%
Proposition 207 Workforce Development	1,146,693		1,146,693	2,000,000	57.3%
State Appropriation - STEM Workforce	305,550		305,550	611,100	50.0%
Fund Balance Applied to Budget	437,500		437,500	1,750,000	25.0%
<b>TOTAL REVENUES</b>	<b><u>7,669,114</u></b>		<b><u>7,669,114</u></b>	<b><u>18,448,100</u></b>	<b><u>41.6%</u></b>

	<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>
<b>EXPENDITURES (Note 1):</b>						
Instruction	\$ 911,736	\$ 954,047	\$ 431,714	\$ 1,434,069	\$ 6,216,700	23.1%
Academic Support	2,668	-	-	2,668	400,000	0.7%
Institutional Support	-	-	-	-	400,000	0.0%
Student Services	704,061	256,711	256,711	704,061	1,546,500	45.5%
Operation/Maintenance of Plant	10,592	-	-	10,592	107,400	9.9%
Scholarships	3,698,927	-	-	3,698,927	8,215,500	45.0%
Public Service	716,307	600,500	482,200	834,607	1,562,000	53.4%
<b>TOTAL EXPENDITURES</b>	<b><u>6,044,291</u></b>	<b><u>1,811,258</u></b>	<b><u>1,170,625</u></b>	<b><u>6,684,924</u></b>	<b><u>18,448,100</u></b>	<b><u>36.2%</u></b>
<b>SURPLUS/(DEFICIT)</b>				<b><u>\$ 984,190</u></b>		

**COMMENTS:**

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

Second quarter STEM Workforce appropriation was received in October 2022.

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



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2022 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2022-2023**

**AUXILIARY FUND**

	<b>Budgeted Revenues</b>	<b>Budgeted Expenses</b>	<b>Budgeted Surplus/ (Deficit)</b>	<b>Actual Revenues</b>	<b>Actual Expenditures and Non-Labor Encumbrances</b>	<b>Year-to-date Surplus/ (Deficit)</b>
<b>AUXILIARY ENTERPRISES</b>						
Residence Halls and Summer Conferences	\$ 1,282,000	\$ 502,600	\$ 779,400	\$ 1,221,980	\$ 200,585	\$ 1,021,395
Transfer To Debt Fund to Pay Revenue Bonds	(404,500)	-	(404,500)	(202,250)	-	(202,250)
Subtotal - Residence Halls and Summer Conferences	877,500	502,600	374,900	1,019,730	200,585	819,145
Bookstore Rental and Commissions	75,000	-	75,000	31,722	-	31,722
Food Service & Vending	165,000	192,000	(27,000)	86,485	93,130	(6,645)
Edventures	340,000	349,800	(9,800)	24,989	38,252	(13,263)
Winery - Tasting Room	275,000	342,200	(67,200)	162,257	164,625	(2,368)
Family Enrichment Center	727,900	915,200	(187,300)	297,806	494,686	(196,880)
Community Events	767,400	1,047,000	(279,600)	361,674	627,435	(265,761)
Performing Arts Productions	215,000	221,000	(6,000)	432,823	341,799	91,024
SBDC (Federal Grant Match Requirement)	-	110,100	(110,100)	-	53,354	(53,354)
Yavapai College Foundation	458,100	458,100	-	216,262	216,262	-
Other Auxiliary Enterprises	190,600	136,100	54,500	83,892	102,735	(18,843)
General Fund Transfer In	1,451,600	-	1,451,600	725,800	-	725,800
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,169,000	(1,169,000)	-	584,500	(584,500)
	<b>\$ 5,543,100</b>	<b>\$ 5,543,100</b>	<b>\$ -</b>	<b>\$ 3,443,440</b>	<b>\$ 2,917,363</b>	<b>\$ 526,077</b>

**Comments:**

Residence Halls and Summer Conferences revenues are above budget due to most of the spring 2023 semester room revenues being recorded. This will even out over the next few months.

Performing Arts Productions recorded record ticket sales for Hello Dolly. This revenue will help cover the production and other expenses incurred in the current and prior year.

The Budget currently has a surplus of \$526,077.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Six Months Ended December 31, 2022 - 50.0% of the Fiscal Year Complete**

**Fiscal Year 2022-2023**

**DEBT SERVICE FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Investment Income	\$ 718		\$ 718	\$ -	100.0%
General Fund Transfer In	426,050		426,050	852,100	50.0%
Auxiliary Fund Transfer In	202,250		202,250	404,500	50.0%
Fund Balance Applied to Budget	2,000		2,000	1,500	133.3%
<b>TOTAL REVENUES</b>	<b>631,018</b>		<b>631,018</b>	<b>1,258,100</b>	<b>50.2%</b>

	<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>
<b><u>DEBT SERVICE FUND</u></b>						
<b>EXPENDITURES (Note 1):</b>						
Revenue Refunding Bonds - 2021						
Principal Payments	\$ -	\$ 412,500	\$ -	\$ 412,500	\$ 825,000	50.0%
Interest Payments	-	13,550	-	13,550	27,100	50.0%
Revenue Bonds - 2013				-		
Principal Payments	-	175,000	-	175,000	350,000	50.0%
Interest Payments	-	27,250	-	27,250	54,500	50.0%
Bank Fees	2,150	-	-	2,150	1,500	143.3%
<b>TOTAL EXPENDITURES</b>	<b>2,150</b>	<b>628,300</b>	<b>-</b>	<b>630,450</b>	<b>1,258,100</b>	<b>50.1%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 568</b>	<b>\$ -</b>	

**COMMENTS:**

Through the sixth month, 50.1% of budget has been committed compared to 50.2% of revenues received.

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

### Application

Nichole Guzzo

#### I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

Due Date				Date	Signature
Oct. 15	Division Dean	<input checked="" type="checkbox"/> Support	<input type="checkbox"/> Do Not Support	10/12/22	Karen Reed <small>Digitally signed by Karen Reed Date: 2022.10.12 09:42:24 ZT02</small>
Nov. 1	Pro Gro	<input checked="" type="checkbox"/> Support	<input type="checkbox"/> Do Not Support	10/24/22	Lauri L. Dreher <small>Digitally signed by Lauri L. Dreher Date: 2022.10.24 11:11:17 -0700</small>
Dec. 1	Campus Dean	<input type="checkbox"/> Support	<input type="checkbox"/> Do Not Support	11/7/22	Karen Reed <small>Digitally signed by Karen Reed Date: 2022.11.07 12:31:06 -0700</small>
Dec 15	VP / Provost	<input checked="" type="checkbox"/> Support	<input type="checkbox"/> Do Not Support		Diane N. Ryan <small>Digitally signed by Diane N. Ryan Date: 2022.11.15 12:14:06 -0700</small>
Jan. 15	President	<input checked="" type="checkbox"/> Support	<input type="checkbox"/> Do Not Support	12/9/22	
Within 1 week	President notifies applicants of recommendation one week prior to submission to Board.				
<del>March 15</del>	Board Action	<input type="checkbox"/> Approved	<input type="checkbox"/> Not Approved		
Within 48 hrs	Board Secretary Notifies Recipients 48 hrs. after Board Decision				
April 1	President Notifies Recipients in Writing				
Within 2 weeks of notification from President	Recipient accepts/rejects in writing to President				
Nov. 1, following year	Recipient submits written report to Provost (copy to ProGro). May be asked to present to Board				

Feb

#### II. Submission of Application

- The faculty applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.
- The faculty applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Faculty Policy 2.7.3 and the Intellectual Property Policy 2.3.1.

Signature of Applicant Nichole Guzzo Digitally signed by Nichole Guzzo  
Date: 2022.10.12 09:37:34 -0700 Date: 10/12/22

**III. Faculty Acceptance Agreement:**

- I agree to return to Yavapai College and resume my duties for a period of two years immediately following my sabbatical leave.
- If the sabbatical is for one-half year, I will return to the College for the remainder of the contract year along with the two-year requirement.
- If I do not return to my college employment, I understand I will be required to reimburse the College for all salary and benefits received during the sabbatical leave.
- I also agree to submit a written report and make a presentation by November 1 of the year following the sabbatical, to the President and Governing Board of the activities completed while on my sabbatical.
- I understand that if I fail to carry out the purposes and activities for which the leave was granted, disciplinary action may be initiated.
- I agree that Yavapai College will have appropriate access to all sabbatical related research materials pursuant to the Yavapai College Intellectual Property Policy.
- I agree to comply with any additional conditions specified below:

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**College Commitment to Sabbatical  
(to be completed by supervisor)**

COLLEGE COMMITMENT	COST AND SOURCE OF SUPPORT
Salary to employee for the period of the sabbatical:	\$ \$38,041.50 + \$15,216.60 benefits
Replacement plan and cost:	\$ Adjunct faculty will teach fifteen hours of load during the spring semester.  \$14,532.00
Hardware, software or other support required: (list)	\$ no
Staff support required:	\$ no

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

**Karen Reed**

Digitally signed by Karen Reed  
Date: 2022.11.10 16:54:22 -07'00'

\_\_\_\_\_  
Campus Dean

\_\_\_\_\_  
Date

**Sabbatical Leave Request for Spring 2024 Semester  
In Pursuit of PhD in Psychology**

Nichole R. Guzzo

School of Social Sciences

Psychology

Prescott Campus

Dates of Proposed Leave: January 8, 2024 – May 10, 2024

Date of Request: October 15, 2022

## **Project Description**

The proposed project will seek to collect and analyze data in the final stages of the dissertation process to pursue the advanced degree of Philosophical Doctorate in Psychology with an emphasis in cognition and instruction. The dissertation topic is to investigate student outcomes such as final grade, student retention, and the percentage of assignments completed between compressed length and traditional length online community college courses. The target population is that of lower-level courses at a rural community college. The intent will be to help identify differences, if any, in student achievement that exist between the two term lengths and generalize to other lower level, online, community college courses to aid with curriculum design and course scheduling.

The proposed study will investigate student outcome measures in online compressed length courses compared to online traditional length courses. Shaw et al. (2013) identified aspects of student achievement as student final grade and the percentage of assignments completed. The authors used a correlational quantitative design and noted no significant difference in the relationships between variables between compressed and traditional length courses. The authors noted that additional quantitative research be performed to look at the difference in student outcomes between compressed and traditional length college courses to improve the generalizability of the findings.

While final grade and the percentage of assignments completed measure student achievement, the retention of students throughout the term also needs to be assessed. Garrud and McManus (2018) utilized the completion rate for students as a measure of student achievement in compressed courses. The authors found no difference in successful completion of medical school students between the compressed and traditional length courses. The researchers noted

that additional studies should be conducted on various target populations to increase the ability to generalize the findings.

The current study has established course duration as the independent variable with two levels as well as student final grade, student retention, and the percentage of assignments completed as the dependent variables. The data collection will involve archived institutional data to discern the length of time the students remained in the class (measured as a percentage of full completion). In addition, archived instructor data will be used to isolate the percentage of assignments completed as well as the final grade received by the students.

Quantitative analysis typically involves inferential statistics with the goal of being able to generalize to larger populations (Sandelowski, 2000). The use of a Multivariate Analysis of Variance (MANOVA) can be appropriate when seeking to look for differences between groups in a study with two or more dependent variables (Landler et al., 2021). The MANOVA is a very powerful parametric statistic that can help reduce Type-I error rates. This investigation will utilize a MANOVA to search for differences between course duration across three different dependent variables.

The problem that needs to be better understood is the effect of compressed courses on student outcomes between students taking a compressed versus a traditional length course. This study intends to use an ex post facto design to compare three student outcome dependent variables across two groups within the independent variable. As the students will not be randomly assigned to the different length terms, a quasi-experimental quantitative design can be appropriate (Turner et al., 2013). The use of a MANOVA statistical analysis is appropriate to test the research questions in this study.

## **Proposed Milestone Timeline of Sabbatical Activities during Spring 2024**

### ***January 2024***

Ms. Guzzo will be working with her dissertation committee to plan and prepare both the data collection process and management of data. This will ensure ethical and academic standards with the data collection process and handling.

### ***February 2024***

Ms. Guzzo will be working on iterations of chapter three of the dissertation to further develop solid evidence for the methodology of the data collection process and proposed analysis.

### ***March 2024***

Data collection will occur with the help of institutional research to obtain archived data on student retention in the class. In addition, other psychology professors that have taught PSY 101 in both 16-week and 8-week terms may be asked to assist in providing archived instructor data regarding final grades and the percentage of assignments completed.

### ***April 2024***

With the guidance of her dissertation committee, Ms. Guzzo will be working to analyze the collected data in line with the proper statistical analyses required. Additional cleaning and further organization of the data to perform various tests may be warranted.

### ***May 2024***

Mr. Guzzo will be working on chapter four of the dissertation to deliver the descriptive and inferential statistical analysis of the findings. She will be ensuring empirical backing for the statistical analyses that were utilized, discuss the procedures and assumptions for each test, and elaborate on limitations of the data.

## **Relevance of the Research or Project**

### ***YC Strategic Plan***

The completion of this advanced degree aligns with three of the four strategic goals for Yavapai College from 2022-2024. This degree program is designed to increase the understanding of human behavior and mental process as it pertains to instruction in applied settings such as higher education with adult learners. This focus on instruction in higher education will better equip me to teach content to adult learners at Yavapai College. The pursuit of an advanced degree aligns with my sense of belonging to enhance my skills to better serve the students. The research focus of the dissertation will be on student success factors in compressed and traditional length college courses. In collecting data from courses offered in both a 16-week and 8-week format, Yavapai College will be able to make decisions about course delivery offerings and student schedules to help students complete their degrees with a quality education.

### ***Identified Need***

Faculty and staff will benefit from the findings of this project to better serve students. Information gleaned from comparing differences, if any, between traditional length and compressed length courses can help with planning degree progressions, scheduling classes, and course delivery strategies.

### ***Benefits to Students at Yavapai College***

Students at Yavapai College will benefit from enhanced instruction from Professor Guzzo having additional subject matter expertise and elevated skills in reaching adult learners. Students will benefit from better designed degree progressions and possible accelerated progressions to complete degrees in an abbreviated timeframe.

### ***College Community Benefits***

Upon completion of the research, scheduling and course progressions can be better informed to benefit student degree completion. Findings can be disseminated to other faculty to better inform course design to increase student retention and success through training and informational sessions by Professor Guzzo.

### ***National Markets or Profit Center Opportunities***

N/A

### ***Resulting Products***

This sabbatical will aid Professor Guzzo in a timely completion of the advanced degree resulting in a published dissertation. In addition, continued efforts as a PhD recipient could lead to additional research and academic publications.

### **Benefits to the Employee**

This degree will enhance my delivery of the subject matter to students with an in-depth knowledge base. In addition, this degree will increase the delivery of my content to students with an expanded understanding of cognitive elements within adult learners. This degree will also prepare me to act as an independent researcher within my field.

### **Service History**

Professor Guzzo has completed over 15 years of full-time service as a faculty member in Psychology at Yavapai College. She has taught full load and overload semesters since 2007. She teaches a variety of courses and has taught at three Yavapai College campuses. She served as a speaker at the Spring 2021 Convocation, the Arizona WESTOP Student Leadership Conference, and has facilitated several workshop sessions at the college. She was last awarded a sabbatical in Spring 2015 to conduct research on self-regulation in early childhood with the students at the

Family Enrichment Center. This research was presented at a variety of conferences including the First Things First Early Childhood Education Summit.

### **Additional Resources Required**

Staff support needed to complete this project includes meeting times with the Institutional Research team to collect the archived institutional data. Faculty support needed includes some full-time faculty volunteers if applicable. It is likely that Professor Guzzo has enough archived data to achieve the sample size necessary for the design. No additional hardware, software, or technology will be required from Yavapai College to complete this project.

## References

- Garrud, P., & McManus, I. C. (2018). Impact of accelerated, graduate-entry medicine courses: A comparison of profile, success, and specialty destination between graduate entrants to accelerated or standard medicine courses in UK. *BMC Medical Education*, *18*(1), 1-16. <https://doi.org/10.1186/s12909-018-1355-3>
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- Sandelowski, M. (2000). Whatever happened to qualitative description?. *Research in Nursing and Health*, *23*, 334-340. [http://doi.org/10.1002/1098-240X\(200008\)23:4%3C334::AID-NUR9%3E3.0.CO;2-G](http://doi.org/10.1002/1098-240X(200008)23:4%3C334::AID-NUR9%3E3.0.CO;2-G)
- Shaw, M., Chametzky, B., Burrus, S. W., & Walters, K. J. (2013). An evaluation of student outcomes by course duration in online higher education. *Online Journal of Distance Learning*, *16*(4), 1-33.
- Turner, T. L., Balmer, D. F., & Coverdale, J. H. (2013). Methodologies and study designs relevant to medical education research. *International Review of Psychiatry*, *25*(3), 301-310. <http://doi.org/10.3109/09540261.2013.790310>