

Yavapai College
District Governing Board
Regular Meeting

Tuesday, March 21, 2023
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 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. Oath of Office for New Board Member District 3 – Mr. Tim Carter, Yavapai County School Superintendent {Time: 15}
 - c. Pledge of Allegiance {Time: 1}
 - d. Adoption of Agenda – **DECISION** {Time: 1}
 - e. Yavapai College District Governing Board Recognition for Mr. Paul Chevalier – Board Chair McCasland – **INFORMATION** {Time: 5}
 - f. Open Call – **INFORMATION** {Time: 10}

2. Study Session

- a. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
 - i. College Council – Dr. Diane Ryan, Dr. Janet Nix and Mr. Rodney Jenkins
 1. Faculty Senate – Dr. Karen Palmer (*Attached*)
 2. Staff Association – Ms. Bobbi Evans (*Attached*)
 3. Student Government Association – Clay Christensen, YCSGA Secretary (*Attached*)
 - ii. President's Evaluation Report – Board Policy 203, Compensation & Benefits/ Board Policy 205, Treatment of Employee's – Dr. Janet Nix. (*Attached*)
 - iii. President's Report on Board Policy 206, College Planning - Dr. Clint Ewell (*Attached*)
 - iv. OLLI Program Highlights – Dr. Diane Ryan (*Attached*)
 - v. Government Relations Update – Mr. Rodney Jenkins (*Attached*)
 - vi. 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 Bracety
- 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*)
- d. Completion of ACCT Board Self-Assessment- Board Chair McCasland, **INFORMATION AND DISCUSSION** {Time: 1}

3. Board Business

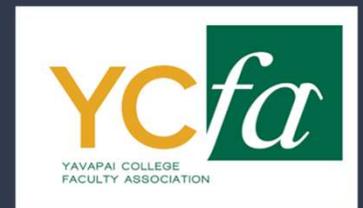
- a. District Governing Board Budget for Fiscal Year 2023 – Dr. Clint Ewell - **INFORMATION, DISCUSSION AND DECISION** (*Attached*) {Time: 10}
- b. Preliminary Capital Budget – Dr. Clint Ewell – **INFORMATION, DISCUSSION AND DECISION** (*Attached*) {Time: 90}
- c. Consent Agenda – **DECISION** {Time: 5}
 - i. Board Regular Meeting Minutes – Tuesday, February 21, 2023 (*Attached*)
 - ii. Board Workshop Meeting Minutes – Friday, February 24, 2023 (*Attached*)
 - iii. Board Executive Session Confidential Minutes – February 24, 2023
 - iv. Receipt of Report on Revenues and Expenditures for January 2023 (*Attached*)

- v. Acceptance of President's Report on Board Policy 203 Compensation & Benefits, Board Policy 205 Treatment of Employees, and Board Policy 206 College Planning
- vi. Acceptance of Participatory Governance Model Report (*Attached*)
- vii. 2023-11 Yavapai College District Board Resolution (*Attached*)
- viii. Yavapai College Academic Affairs Summary of Program Deletion & New Proposal (*Attached*)
 - 1. 3-D Modeling and Animation Certificate
 - 2. Microsoft Office Specialist Certificate
 - 3. Bachelor of Science in Nursing (BSN)

4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}

Faculty Association Update

March 2023



Faculty Highlights: FA Committees & Projects

Peer Mentor Committee



Chair: Marie Hardman

Committee Goals for '22-'23

- Elect new committee chair
- Update and send mentee survey in February
- Update Peer Faculty Mentor Process in Spring
- Review observation forms in the Spring
- Send thank you cards to third year mentors in Spring



New Chair for '23-'24:
Cynthia Schroder

Peer Mentor Teams



Year One – Curtis Kleinman – 15 provisional faculty and 2 temporary faculty



Year Two – Mark Muchna – 13 provisional faculty



Year Three – Beth Beecham – 6 provisional faculty

Faculty Basketball Game

External VP: Mark Woolsey



2022-23 Project Updates

- FA-SA-SGA Partnership:
 - Unheard 22 : Faculty volunteers will be setting out boots on 4/22
- YC Faculty Activities: Summer Institute Sessions
- Ongoing: Faculty Service Document, Constitution Updates
- In Progress: 23-24 Elections



Yavapai College Values

- Excellence
- Caring
- Equity
- Integrity



The YC Value Caring



- We actively listen and provide support to students and colleagues.
- We connect with others, respecting human dignity and responding with compassion.



YC Food Pantry



YC Student Clubs



**Library's Roving
Snack Cart**

Yavapai College Student Government Association Update



- 988
- The Unheard 22
- Senate Governance Committee
- RUFF'S Closet

A poster for the 988 Suicide & Crisis Lifeline. It features the text '988 SUICIDE & CRISIS LIFELINE' in a blue box. Below it is the Yavapai College logo. To the right, it says 'Talk with us.' with icons of speech bubbles and a question mark. Below that is the phrase 'There is hope.' with an icon of two hands holding a heart.

A poster for the 988 Suicide & Crisis Lifeline. It features the text '988 SUICIDE & CRISIS LIFELINE' in a blue box. Below it is the Yavapai College logo. To the left, it says 'If you or someone you know needs support now, call or text 988 or chat 988lifeline.org'. Below that is a QR code. At the bottom, it says 'FREE Mobile Crisis Counseling Solari Crisis Support (AZ) 844-534-HOPE (4673)'. The code 'YC 102-23' is in the bottom right corner.

A poster for the 988 Suicide & Crisis Lifeline. It features the text '988 SUICIDE & CRISIS LIFELINE' in a blue box. Below it is the Yavapai College logo. To the right, it says 'There is hope.' with an icon of two hands holding a heart. Below that is the phrase 'Talk with us.' with icons of speech bubbles and a question mark. To the right of that, it says 'If you or someone you know needs support now, call or text 988 or chat 988lifeline.org'. Below that is a QR code. At the bottom, it says 'FREE Mobile Crisis Counseling Solari Crisis Support (AZ) 844-534-HOPE (4673)'. The code 'YC 102-23' is in the bottom right corner.

A poster for 'The Unheard 22'. It features a large yellow diagonal banner that says 'PERMANENT'. Below the banner, the number '22' is written in a large, bold, yellow font. Above the '22', the words 'THE' and 'UNHEARD' are written in a smaller, white font.

The logo for Ruff's Closet Business Attire. It features a stylized illustration of a green suit jacket with a yellow bow tie. Below the illustration, the text 'RUFF'S CLOSET' is written in a large, bold, green font, and 'Business Attire' is written in a smaller, white font below it.

Report on Policy 203: Compensation & Benefits



District Governing Board March 2023

Board Policy 203

Employee Compensation & Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not:

- Promise or imply guaranteed employment*
- Establish current compensation and benefits that deviate materially from the geographic or professional Market for skills employed.*

Promise or Imply Guaranteed Employment



Origination 1/25/2000
Last Approved 3/5/2021
Effective 3/5/2021
Last Revised 3/5/2021
Next Review 3/4/2024

Owner Weinacker,
Emily: Chief
Human
Resources
Officer
Area 2.0 Human
Resources

College Volunteers, 2.30

OPERATIONAL POLICY STATEMENT [🔗](#)

Volunteers are an important human resource for the College and may provide frequent and continuous assistance to the various instructional, support service, and administrative units when demonstrated needs exist. Volunteers do not receive compensation or employee benefits for the personal services they contribute to the College.

PROCEDURE [🔗](#) [Copy Link](#)

The College volunteer and the applicable department will complete a Volunteer Services Information Form prior to volunteer status beginning. This document assures that the volunteer understands the nature of the work to be performed and that the College provides no compensation or employee benefits, except Workers Compensation, for serving as a volunteer.

Restrictions on Volunteers: [🔗](#)

Volunteers will not normally be assigned to supervise or participate in high-risk activities. If such an assignment is authorized, a responsible full-time College employee must be present during all activities. Volunteers will not normally be issued keys to College facilities. A non-exempt College employee cannot also volunteer to perform the same type of services for which he/she is normally employed.

Supervisor Responsibilities: [🔗](#) [Copy Link](#)

Supervisors will select volunteers who meet the minimum qualifications to perform the identified tasks. Supervisors will ensure that a Volunteer Services Information form is completed and sent to Human Resources when the volunteer assignment begins and again when the volunteer assignment is completed. Supervisors will ensure that volunteers receive applicable training, including an orientation to the general performance expectations of all College employees as outlined in Operational Policy 2.21. Supervisors will coordinate any required accounts, including telephone, email and portal, both at the start and at the end of a volunteer's assignment.

A volunteer's assignment is "at will" and may be terminated without cause or a statement of reasons at any time and without prior notice by a volunteer's supervisor or other College administrator.

Independent Contractors/Consultants

Independent Contractor Agreement

Status as Independent Contractor: The College and the vendor hereby acknowledge and agree that the vendor shall have the status of an independent contractor under this agreement. The method and technique of his/her performance shall rest in his/her own discretion, subject to the satisfaction of the College.

Indemnification. Vendor agrees that any personal injury to self, third parties or any property damage resulting from performance of the obligations hereunder by the vendor shall be the responsibility of Vendor. The Vendor will defend, indemnify and hold harmless Yavapai College, its trustees, officers, employees, and agents, from any and all claims, demands, lawsuits or award of damages arising out of the Vendor's performance of the obligations, unless caused by the sole fault or negligence of Yavapai College.

Promise or Implied Guaranteed Employment

Employees: At time of hire

At Will Employment Acknowledgement Statement

Your signature below will serve as evidence of your acceptance of the appointment to the position(s) you were hired for and which you might obtain while employed with Yavapai College. The College may, in sole discretion, modify your duties and/or assignments, including reassigning or transferring you to another position within the Yavapai County Community College District.

In accordance with Arizona law, the College's employment relationship with you is at will, and based upon mutual consent. This means that either you or the College may choose to end the employment relationship at any time, with or without cause or notice.

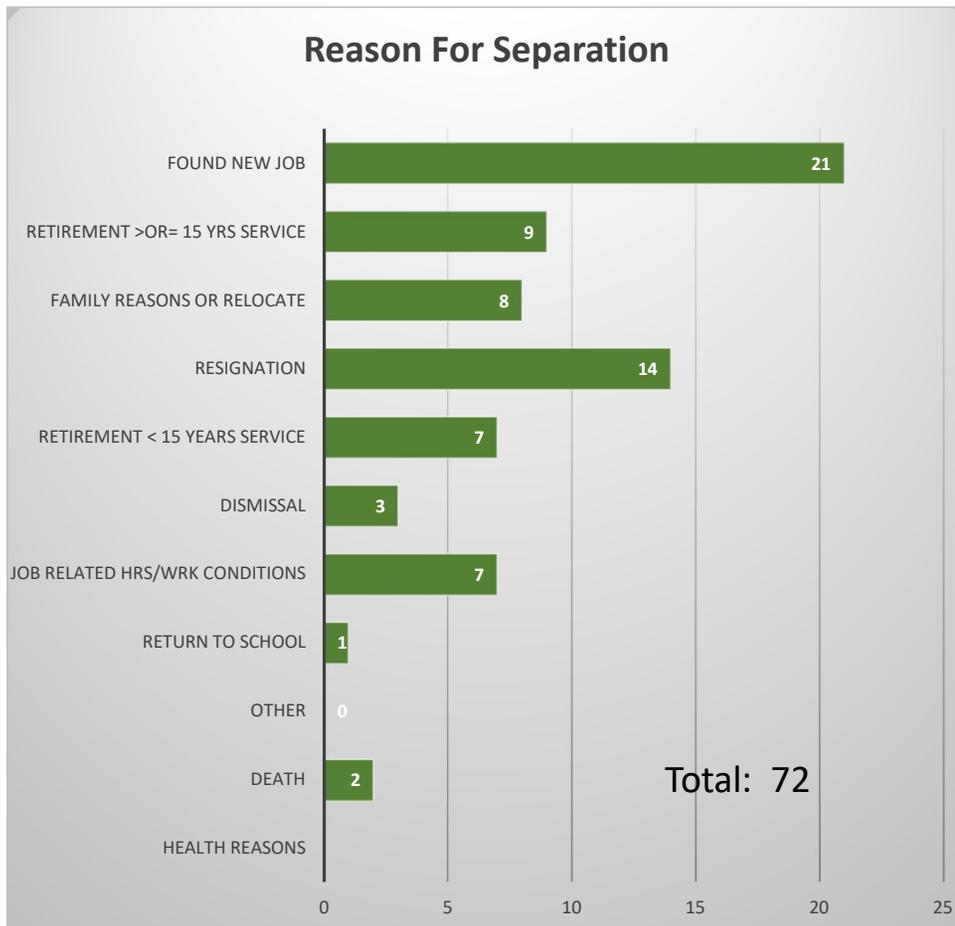
This notice does not constitute a contract. No manager or representative of the College, other than the President, has any authority to enter into any agreement with you for employment for any specified period of time. If made, any such agreement shall not be enforceable unless it is in writing, states it is an employment agreement, and is signed by you and the President or President's designee.

Policy Driven

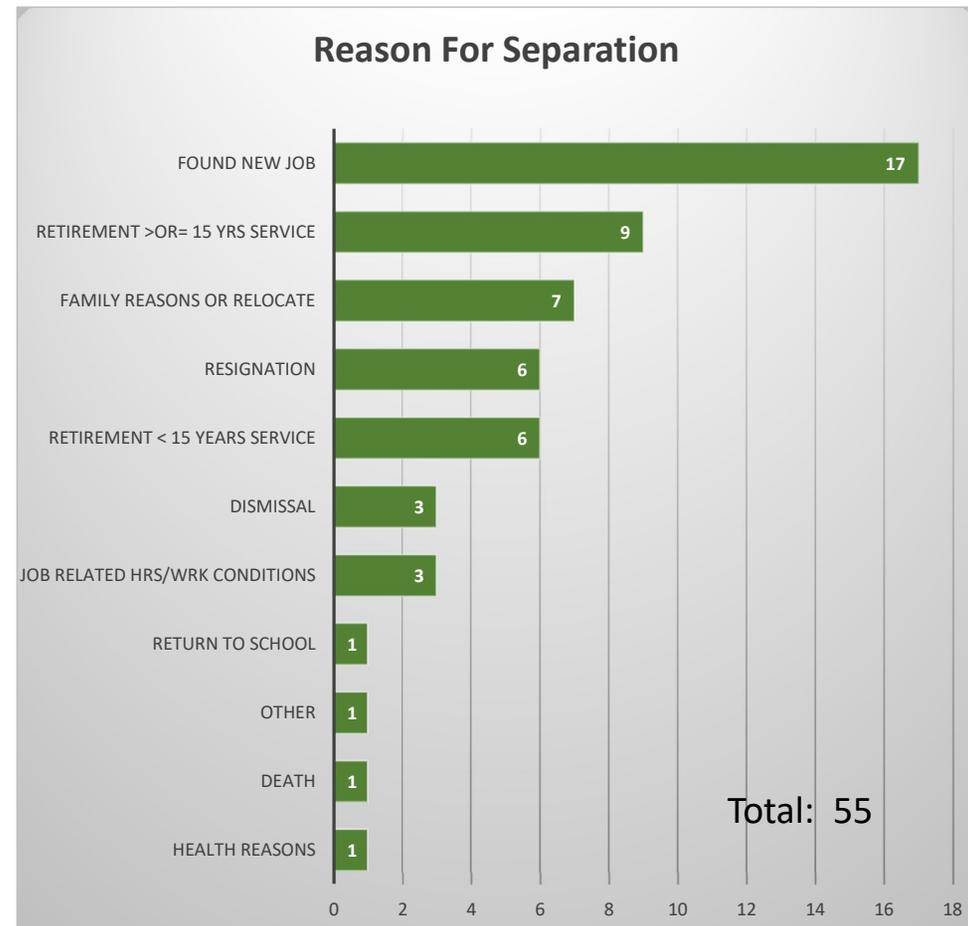
- 2.06: [Pay Administration](#)
- 2.17: [Total Compensation](#)
- 2.42: [Compensation of Faculty and Staff](#)
- 2.02: [Hours of Work](#)
- 2.30: [College Volunteers](#)

Employee Separation Reasons

2021-22



2022-23 To Date



Compensation Study – Fair, Consistent, and Equitable

Market Study by outside Vendor

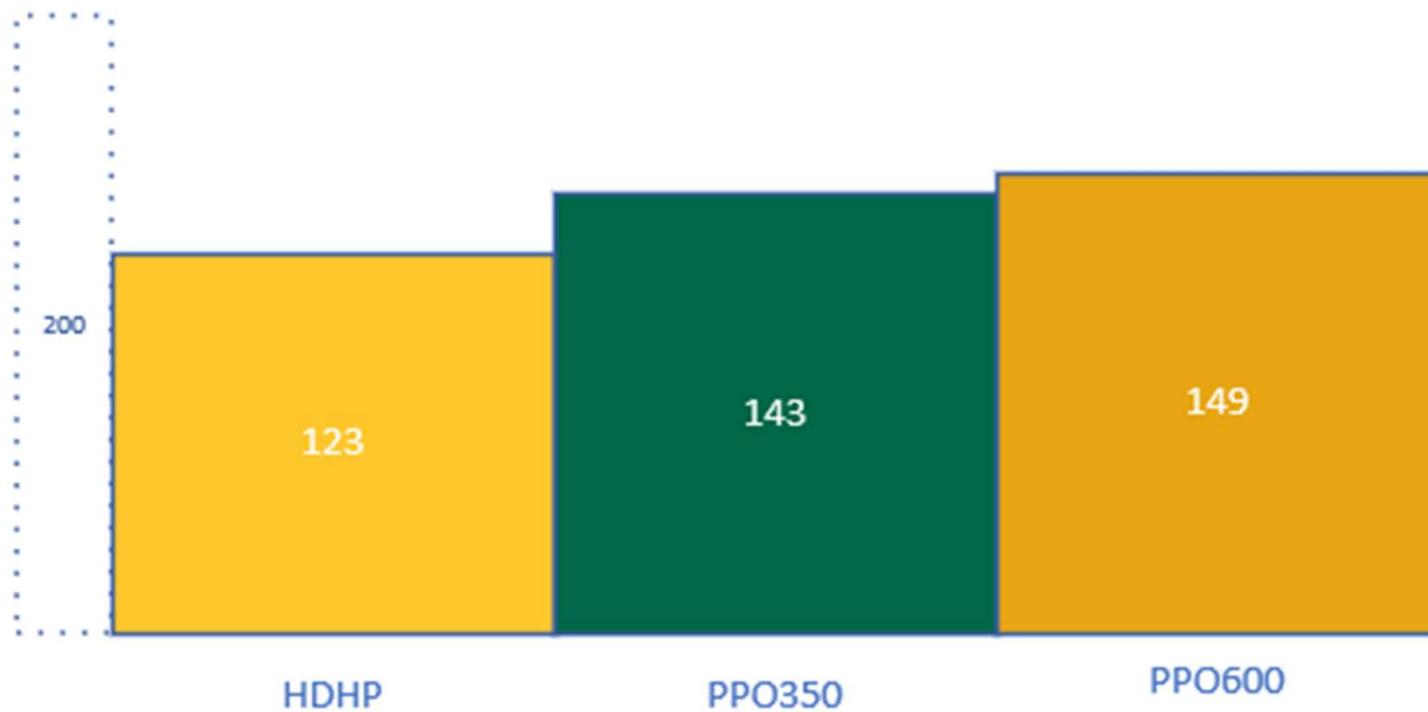
<https://youtu.be/meiU6TxysCg>

Timeline

Results

Benefits

Employee Health Insurance Enrollment



QUESTIONS

Report on Policy 205: Treatment of Employees



District Governing Board March 2023

Treatment of Employees

With respect to the treatment of persons in the Yavapai College community, the College President shall not allow conditions which are unlawful, unethical, unsafe, or disrespectful.

Accordingly, the president shall not:

- Allow staff to be without current, enforced, written human resource policies that clarify personnel rules for employees, provide for effective handling of grievances and protect against wrongful conditions.*
- Be in noncompliance with any laws, rules, and regulations pertaining to treatment of employees and students.*
- Operate without succession plans to facilitate smooth operations during key personnel transitions.*

Treatment of Employees

Policies:

2.04 Performance Management

2.05 Employee Learning Excellence

2.13 Employee Leave Donation

2.17 Worker's Compensation

2.21 Performance Expectations and Corrective Action

2.23 Grievance (Staff)

2.37 Grievance (Faculty)

2.44 Sabbaticals for Professional Staff and Administrators

2.46 Leave of Absence for Civic Duty

Grievances

Year	Number of Grievances
2019-2020	3
2020-2021	2
2022-2023 To Date	0

Working Conditions

Worker's Compensation (calendar year)

2021 – 2022: 9

2022 – 2023: 2

Succession Planning

Career Paths

Career Ladders

Professional Growth Opportunities

YC Tuition Waiver

Sabbaticals

Tuition Reimbursement

QUESTIONS

**Monitoring Report
Board Policy 206 – Planning
March 2023**

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.

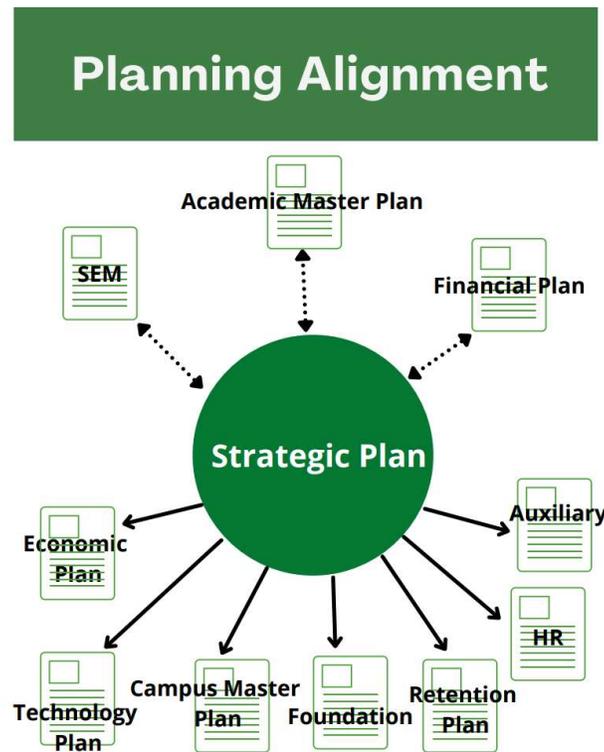
Accordingly, the President shall not:

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

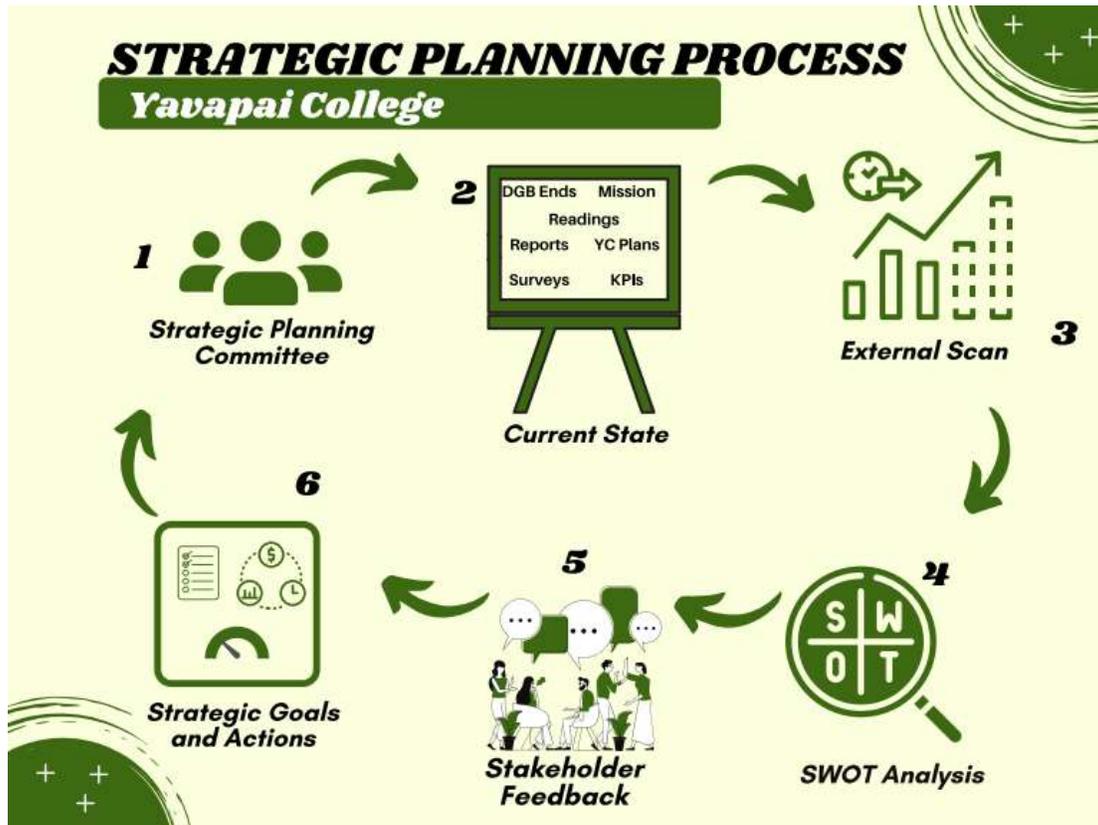
Given the pace of change, the College’s practice is to create a rolling three-year plan that is updated annually to ensure it addresses the current environment.

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.

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



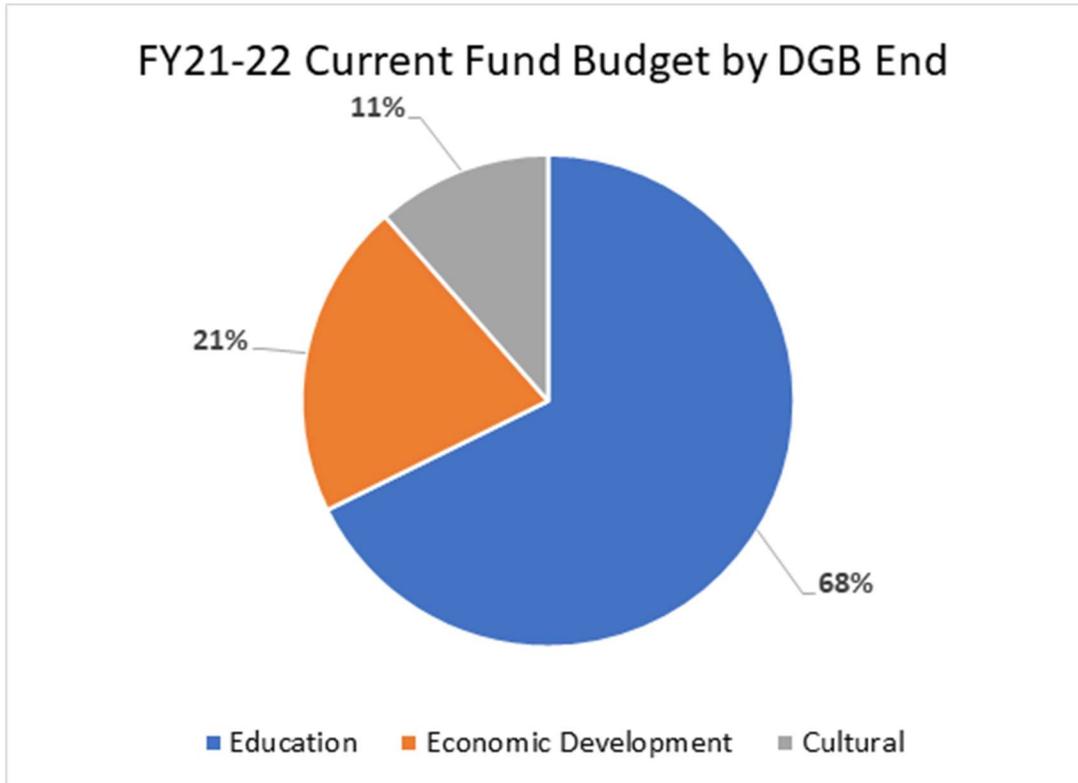
Specific Actions to be accomplished as part of our FY24-26 Strategic Plan include

FY24 Strategic Initiatives	Belonging	Living Wage	Adult Learners	Delivery
Expand Health Science Programs		X		
Integrate Artificial Intelligence and Virtual Reality into programs				X
Better Utilize Early Alert	X			
Develop Nursing Baccalaureate Degree for FY25 launch		X		
Expand Open Educational Resources				X
Implement best practices for online courses				X
Delineation of roles and responsibilities in workforce offerings			X	X
Co-award non-credit and credit			X	X
Launch semester-or-less training programs leading to Living Wage		X	X	X
Expand workforce training		X	X	
Prepare for ERP upgrade through college process review	X			
Improve Credit for Prior Learning options			X	
Expand Early College Academy				X

Additional evidence of our Strategic Planning Process can be found on the [Strategic Planning](#) page of the Yavapai College Website.

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.



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 FY22-23 Budget indicating we met best practice criteria for creating a budget that serves as a policy document, financial plan, operations guide, and communication tool.

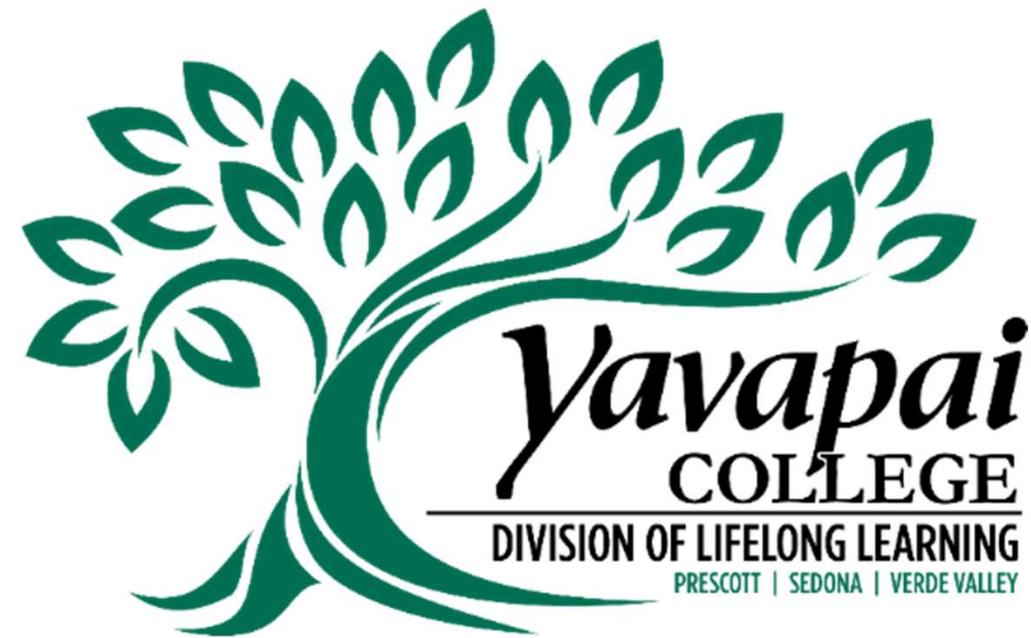
Long Term Ability to Achieve Ends/ Fiscal Soundness of Future Years

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.



“OLLI helps you live a fuller, livelier and maybe even a longer life.” Andy Reti, OLLI member since 1995





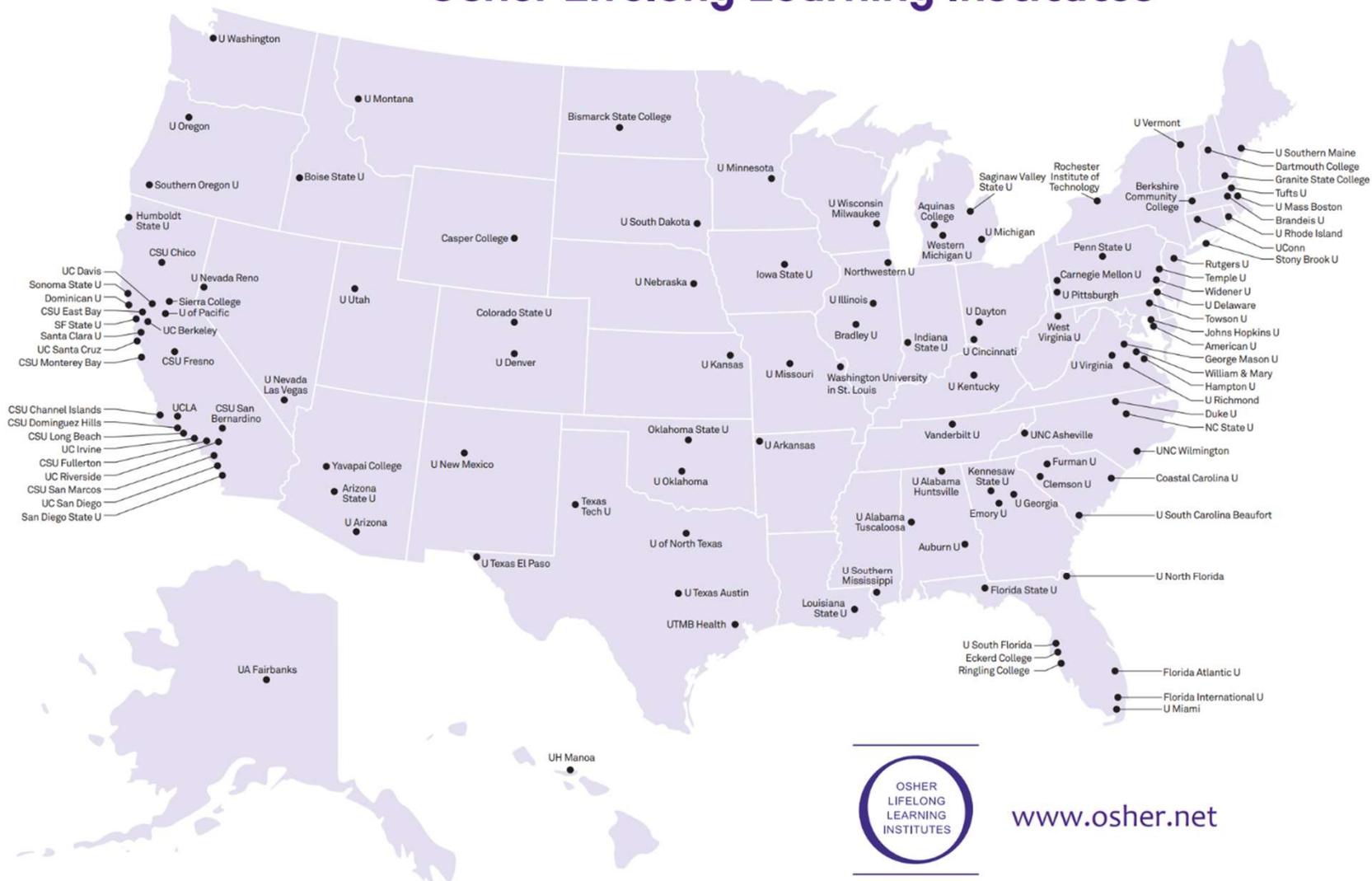
\\ The National Resource Center for Osher Lifelong Learning Institutes \\

The Bernard Osher Foundation



- For adults 50 years and beyond
- 170,000 members nationwide
- Affiliated with a college or university
- YC OLLI is one of only 5 Community Colleges
- \$2 million dollar endowment

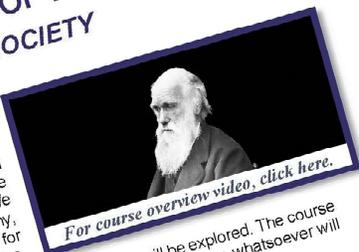
Osher Lifelong Learning Institutes



www.osher.net

CHARLES DARWIN'S THEORY OF EVOLUTION: IT'S IMPACT ON OUR SOCIETY

In this course you will explore the history of Charles Darwin and his theory of evolution by natural selection. You will do this from a biological and moral perspective. The basic evidence supporting the theory will be presented. The theory of evolution is the central unifying theory of biology and is the cornerstone of all biological and medical disciplines in the 21st century. We will explore how the fossil record, comparative anatomy, biogeography, and molecular biology all provide support for evolution. Many called Darwin's theory a most dangerous idea. It was considered one wedge between religion and secular society. Both the positive and negative impacts of modern evolutionary science will be explored. The course is for both novice and those experienced in science. Those with no background in science whatsoever will find the course both interesting and approachable.



For course overview video, click here.

Your Instructor: Douglas Burks, Ph.D.

A biologist by training, Dr. Douglas Burks graduated in 1974 and received his Ph.D. from Case Western Reserve University in 1978. Most of his career was spent at Wilkes University in the biology department for thirty-eight years. He has taught a variety of courses in the areas of Genetics, Evolution, and the Origin of Species. "There is grandeur in this simple view of things, in that the degrees of freedom of the several powers, having been originally breathed into a few, or even one, individual, have been, by the law of the natural selection, enlarged upon until the present diversity has been attained. It is not the least of our wonders that this idea has impacted humans socially and intellectually more than any other." — Charles Darwin



and that, whilst this planet has gone through many vicissitudes, and that, whilst this planet has gone through many vicissitudes, beginning endless forms most beautiful and most wonderful have been, and that, whilst this planet has gone through many vicissitudes, argued that this idea has impacted humans socially and intellectually more than any other." — Charles Darwin

HISTORY OF DISSENT IN THE U.S. SUPREME COURT

Trace the history of dissent in the U.S. Supreme Court from its inception through current day. Learn why dissents were discouraged by Chief Justice John Marshall and why that upset some of our founding fathers. Understand how early Supreme Court dissents laid the foundation for rights later established by Supreme Court majority opinions, and why many of these dissents have been used in arguments before the current U.S. Supreme Court. This course will discuss cases that have made national headlines in recent years. Cases that addressed things like privacy, the Second Amendment, equal protection and voting rights.



For course overview video, click here.



Your Instructor: Lauren Andersen
Lauren Andersen, Esq. practiced law in California for two and a half years before switching to law in local government for 12 years before the Supreme Court of Appeals.

ELECTIONS OF 1796 AND 1800

The campaign of 1796 established the template for the "the politics of personal destruction." The campaign of 1800 sank even deeper into the abyss with each side making frightening predictions about what would happen if the other candidate was elected. Underpinning the personal attacks was the message about what type of person should be president. These campaigns also solidified our two-party system with their opposing ideologies about what type of government was needed to protect this fragile, young republic that would offer more freedom to more people than had ever experienced it in human history. These two elections were the early tests of the efficacy of the electoral college system. We will look at the question of why the framers designed such an odd system, what they thought it would accomplish, and why it failed.



For course overview video, click here.

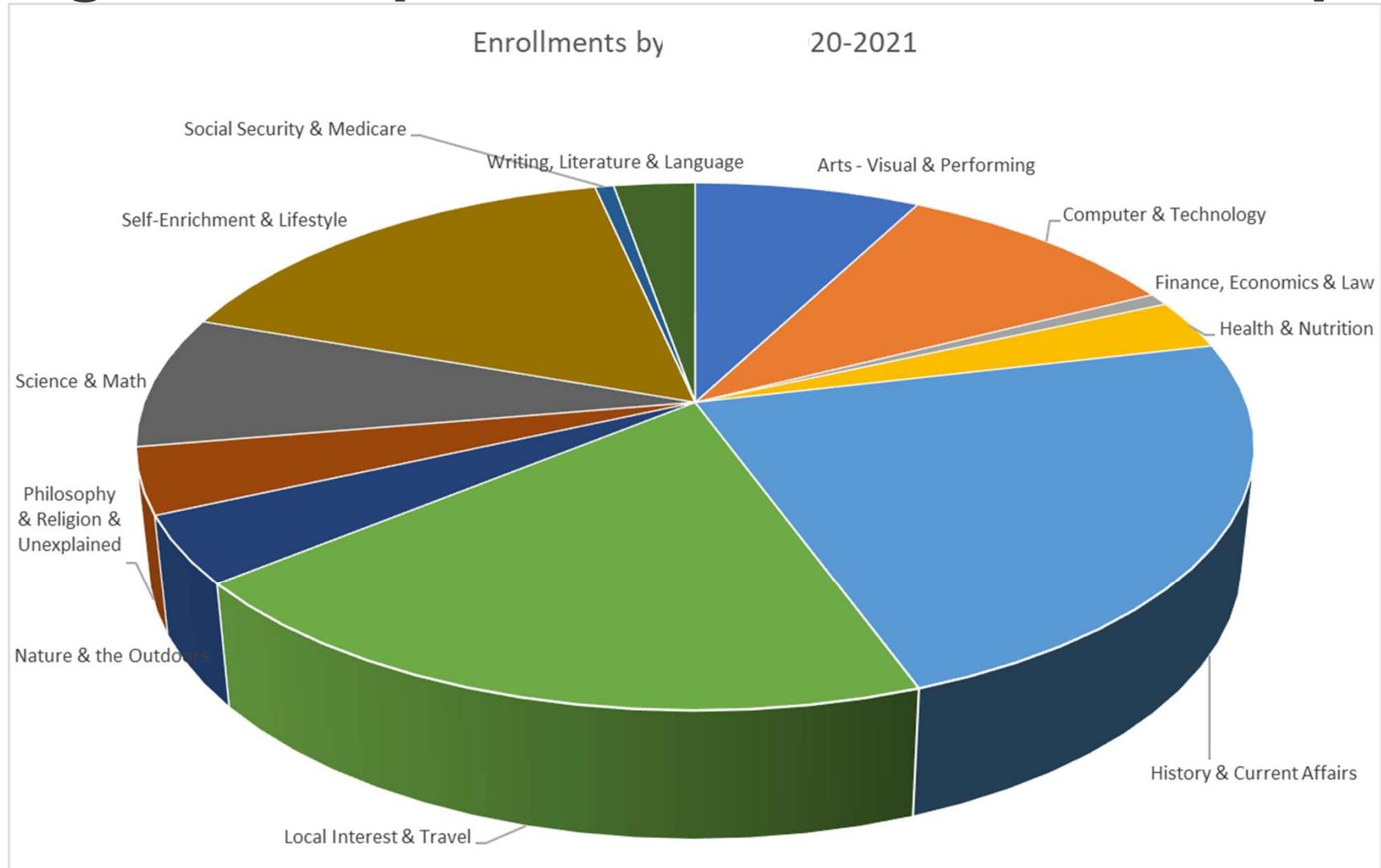
A fascinating subtext to these two elections was the friendship between Thomas Jefferson and John Adams. They were close friends as they worked for American independence, yet once independence was won, they became bitter political enemies. The crisis of their friendship occurred between 1796 and 1800 and was a metaphor for the political divisions in the nation.



Your Instructor: Heather Dudley, PhD

Heather graduated summa cum laude from the University of Maryland with a major in American Studies. She earned a Master of Arts in History from George Mason University, a Master of Arts in Psychology from American University, and a Doctorate in Liberal Studies from Georgetown University. In addition to teaching at OLLI since 2018, Heather is an adjunct professor of psychology at Northern Virginia Community College. She writes an occasional blog—charactermattered.org—and wrote a book about the founders and liberty: The Free and the Virtuous: Why the founders knew that character mattered.

Range and depth of classes and workshops

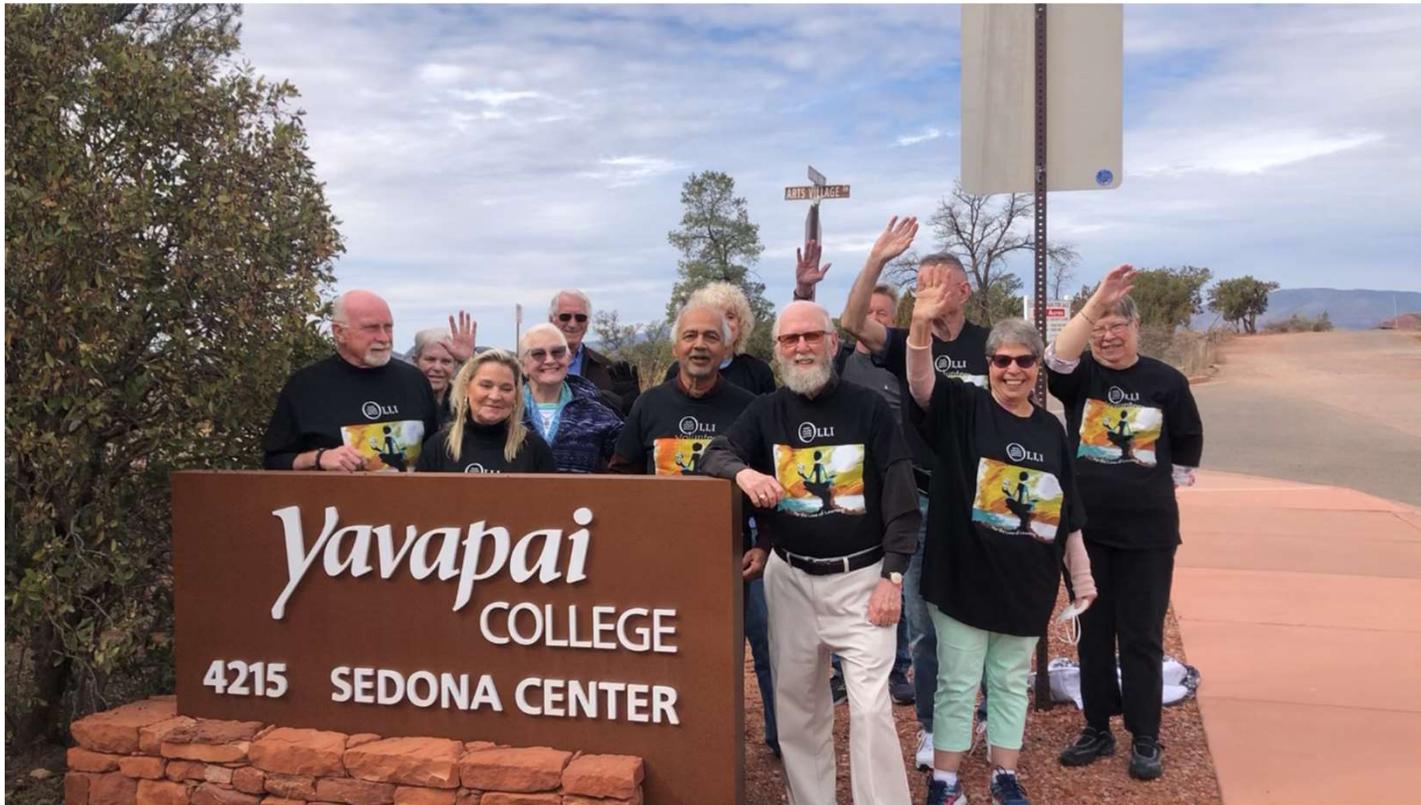


Embracing Change

- OLLI pivoted to online learning
 - Redesigned content delivery
 - Continue with in-person, hybrid and online learning
 - Look to the future with Augmented Reality and the Metaverse



Looking to the Future with OLLI



"OLLI has given me the opportunity to meet many people who share my interests and love of learning."
Shri Srikanth,
member since 2012



Government Relations Update

Rodney Jenkins, Vice President
March 2023

State Legislative Update

Governor's Budget Proposal

\$20.5M for Dual Enrollment Program— Offers low-income students a \$50 reimbursement per credit hour, up to 6 credit hours for students in grades 9 and 10, and up to 12 credit hours for students in grades 11 and 12

\$40.0M to expand the Arizona Promise Program (State Universities)

- Projected to fund **15,600** students
- Builds upon \$20.0M in base funding for the Promise Program
- Administered by the Arizona Board of Regents
- Fills the tuition gap for students that are fully Pell-Eligible



Governor's Proposed Budget (continued)

\$40.0M to create the Promise for Dreamers Program

- Projected to fund **3,113** students-Builds off voter approved Proposition 308

\$46.0M to support the Universities' New Economy Workforce Initiatives

\$15.0M to address the operating shortfall at the Arizona Teacher's Academy

\$14.0M in aid to the ten rural Community Colleges

\$10.3M to continue restored STEM and Workforce funding for Maricopa, Pima, and Pinal Community Colleges in order to match STEM and Workforce funding for rural counties



State Legislative Update

Several Proposed Legislative Pieces on Expenditure Limitation:

- (18+) House & Senate Bills/Resolution
- Senate has lifted the spending limit for K-12 for this year
- Recent proposed amendment offered by the community colleges to the legislature is to allow both credit & non-credit hours to count toward expenditure limitation

State Legislative Update

HB2265 - Appropriations; community colleges

Summary

Makes supplemental appropriations from the general fund in FY2023-24 to community college districts (CCDs) as follows: \$10.1 million to Pima County CCD, \$46.2 million to Maricopa County CCD, \$536,900 to Pinal County CCD, and \$500,000 each to Cochise County CCD, Coconino County CCD, Gila County CCD, Graham County CCD, Mohave County CCD, Navajo County CCD, Santa Cruz County CCD, Yavapai County CCD, and Yuma/La Paz County CCD.

Last Action

2023-01-24 H - Hearing Scheduled 01/24/2023 - Second Reading, Floor



**Community College
Day at The Capital
(January 25, 2023)**



Community College Day at the Capital

Federal Legislative Updates

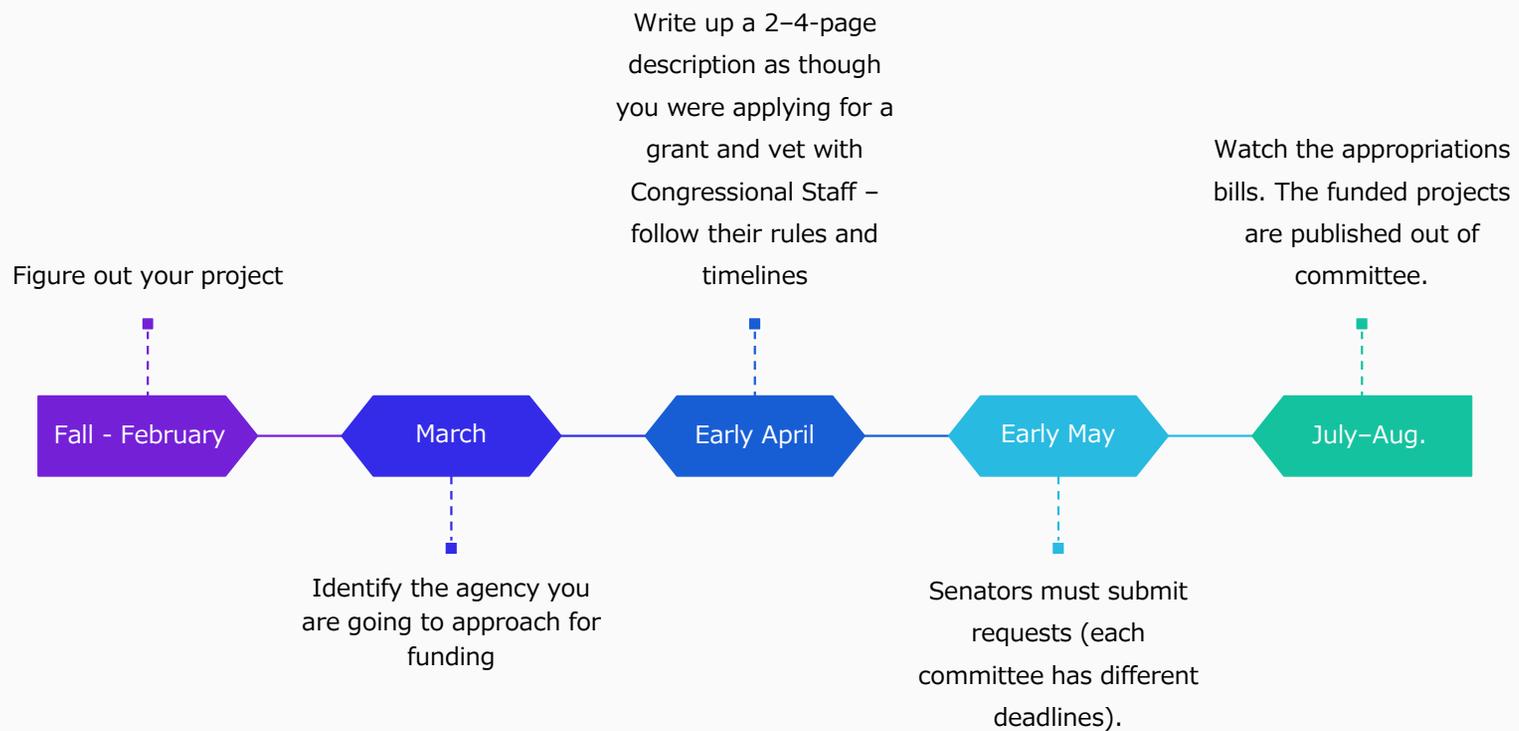
- Seeking through the Congressional Directive Spending (Earmarks) process support for expanding our Health Sciences programs
- Earmarks are funds provided by the Congress for projects or programs where the congressional direction (in bill or report language) circumvents the competitive allocation process
- It is a provision inserted into a discretionary spending appropriations bill that directs funds to a specific recipient
- Members of Congress are often motivated to insert earmarks into bills that will benefit their home district or state. It is a process, and it is not guaranteed even if a legislator supports

Federal Initiatives (Earmarks)

HHS - **Healthcare, nursing expansion**, child development, Child abuse prevention, social services research demonstration, mental health, substance abuse treatment and prevention



Timeline estimate



**National Legislative Summit; SGA Students
with Senator Mark Kelly in D.C.
(February 8, 2023)**



**Yavapai College
Budget to Actual Status by Fund
January 2023**

The President's Monthly report below provides a brief financial status of each of the District's five funds as of January 31, 2023.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



As of January 31, 2023, the General Fund has a surplus of \$5,355,600. This is primarily the result of tuition and fee revenues being recorded for the spring 2023 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 \$1,061,100 and expenditures are projected to be under budget by \$417,300 resulting in a net surplus of \$1,478,400.

Auxiliary Fund



As of January 31, 2023, the Auxiliary Fund has a moderate surplus due to the collection of the spring 2023 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 January 31, 2023, the Unexpended Plant Fund has a deficit of \$1,231,800 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 January 31, 2023, the Restricted Fund has a moderate surplus and is expected to be within budget for the fiscal year.

Debt Service Fund

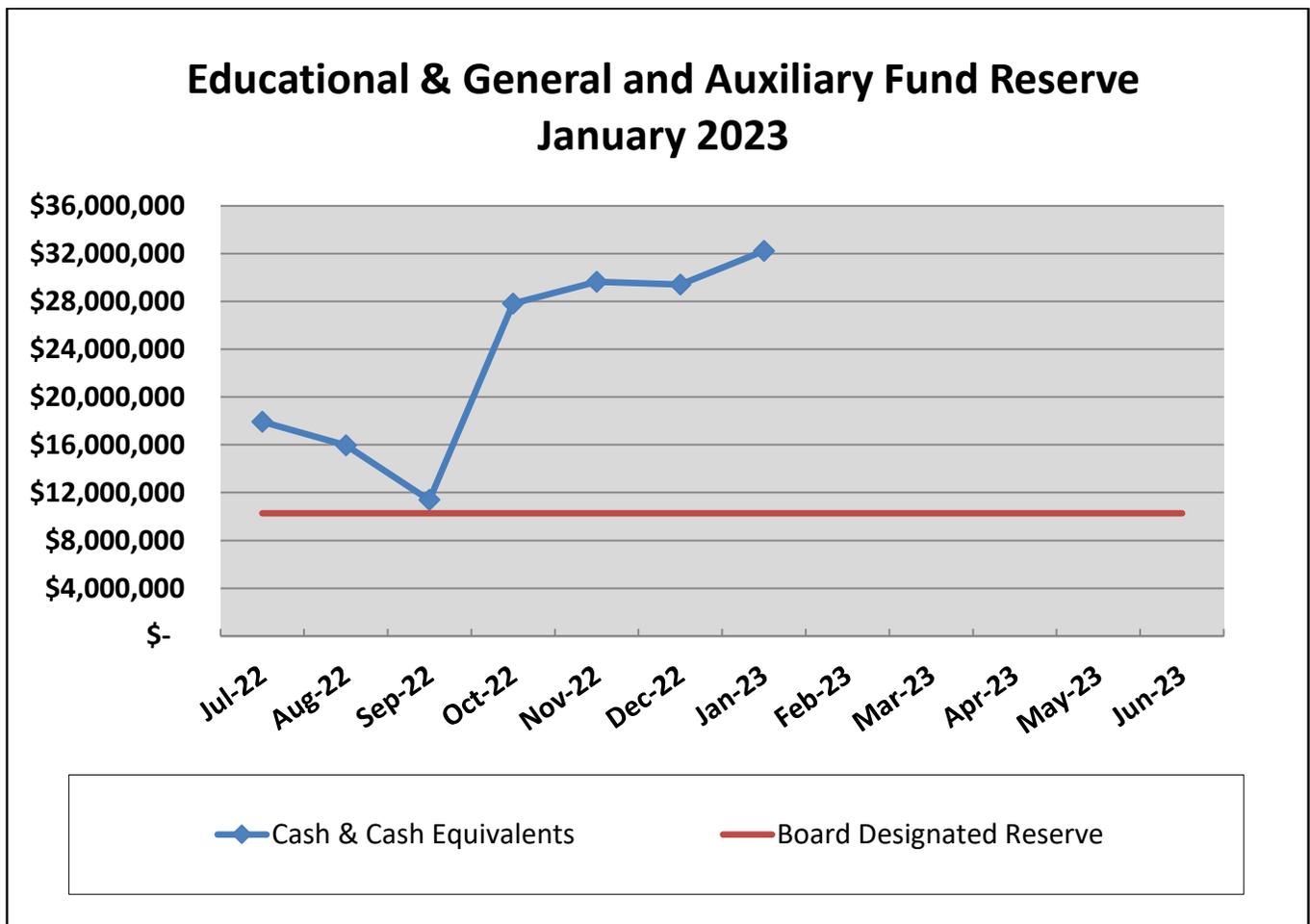


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of January 31, 2023, there were no variances from budget.

Yavapai College Cash Reserves January 2023

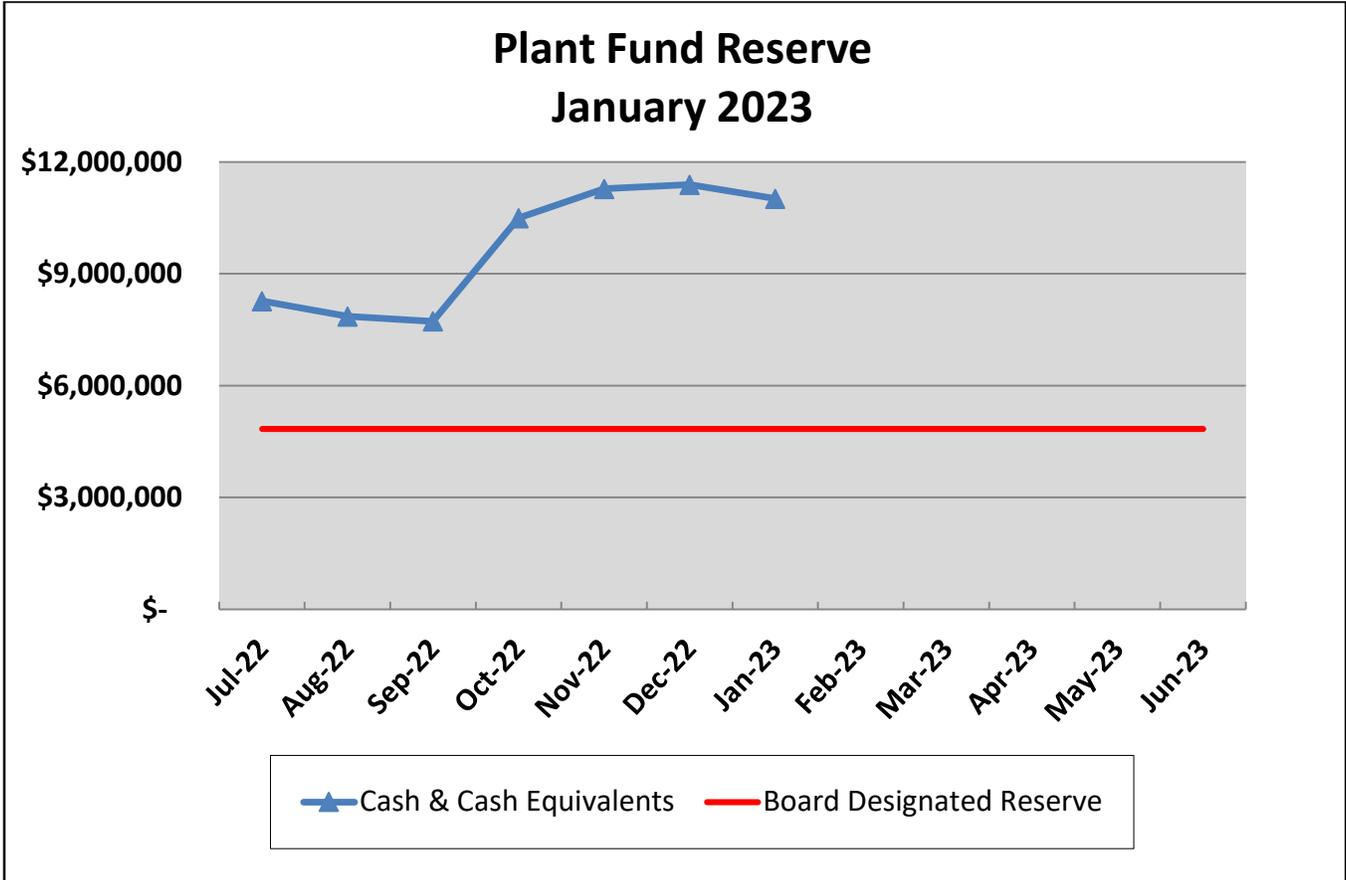
The President's monthly report on cash reserves below displays the District's reserves at January 31, 2023, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



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

As of January 31, 2023, 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, 2023, Plant Fund reserves have exceeded the DGB's designated reserve.

2022-2023
District Governing Board
Calendar Dates

Month	Board Study Sessions	Board Meeting Type
Tuesday, April 11, 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)		Truth in Taxation Public Hearing Truth in Taxation Public Special Meeting Budget Public Hearing Budget Adoption Business Meeting
Tuesday, May 23, 2023 9:00am-4:00pm Sedona Campus		Board Self-Assessment Workshop

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

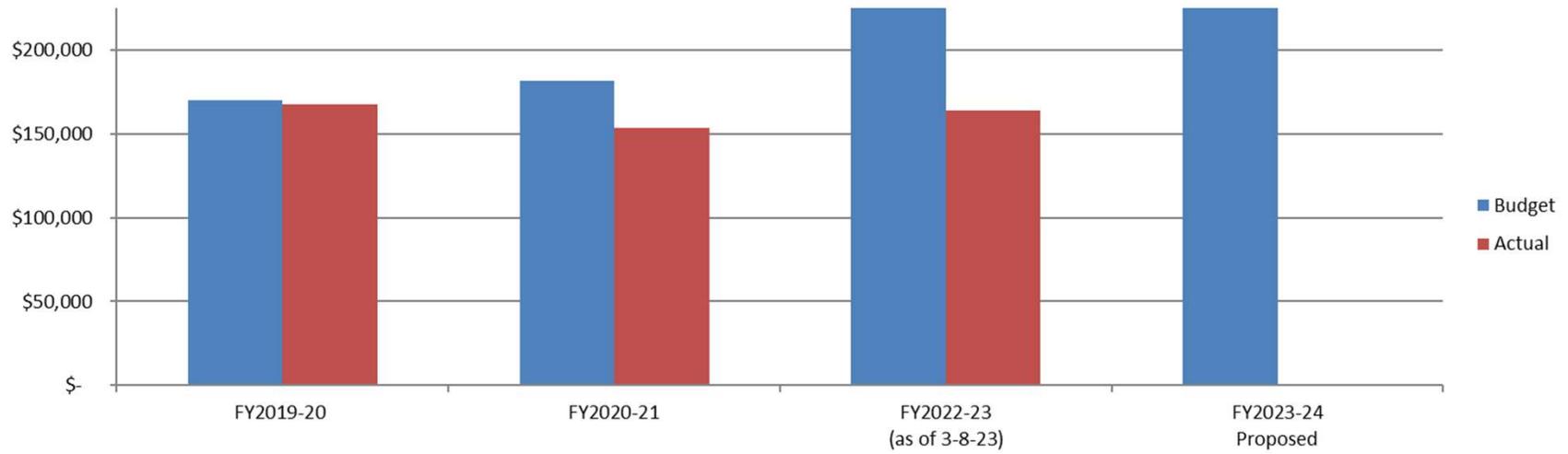
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
AC4 & AACCT All Trustee Meeting	Wednesday, April 19, 2023, begins 1:00 p.m. – Thursday, April 20, 2023, ends 2:00 p.m. Location: TBA
ACCT Leadership Congress 2023 Deadline for Early Registration: Aug 4th	Monday, October 9, 2023 – Thursday, October 12, 2023 Location: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

YAVAPAI COLLEGE DISTRICT GOVERNING BOARD

Proposed FY24 DGB Budget
March, 2023



District Governing Board FY2018-19 through FY2021-22 Budget History and FY2022-23 Proposed



011031-District Governing Board	FY2019-20		FY2020-21		FY2122-22		FY2022-23 (as of 3-8-23)					FY2023-24 Proposed
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Encumb.	Estimated	Total	Budget
Admin Support Salaries & Benefits	\$ 44,841	\$ 49,603	\$ 51,451	\$ 49,956	\$ 52,208	\$ 69,251	\$ 91,171	\$ 45,443	\$ 25,625	\$ 8,010	\$ 79,078	\$ 95,180
Direct Expense (less Capital) Pool	125,000		130,000		41,000		-					-
Legal Services		58,510		58,918		64,135	50,000	29,099	11,361	8,000	48,459	50,000
Consulting Services		9,962		17,837		9,000	10,000	-	-	-	-	10,000
Professional Services - Other		-		-		250	-	-	-	-	-	-
Advertising & Printing		4,113		3,980		5,000	5,000	248	-	2,000	2,248	5,000
Contractual Services - Other		2,981		4,322		27,000	47,000	26	-	-	26	47,000
Contractual Services - Election Costs						27,000	-					-
Supplies - General		422		948		7,126	6,700	260	-	300	560	6,700
Supplies - Software/Computer/Phone/Tech		12,162		6,708		11,000	6,708	-	-	-	-	-
Supplies - Food/Other		3,056		3,078		3,000	5,000	2,617	-	1,400	4,017	5,000
Books & Postage		748		608		-	500	165	-	-	165	-
Rent - Buildings		-		-		-	814	-	-	-	-	-
Memberships & Dues - Individual		-		-		-	-	-	-	-	-	-
Memberships & Dues - Instit'l		560		5,627		4,000	5,897	7,000	-	-	-	7,000
Fees - Filings & Permits		-		-		-	65	-	-	-	-	-
Internet Subscriptions		-		-		-	-	-	-	-	-	-
Travel - In State		100		-		-	812	800	945	-	200	1,145
Travel - Out Of State		5,215		-		2,000	19,513	20,000	21,003	-	1,500	22,503
Travel-OutofState-Traing/Conference		2,568		-		14,000	-	3,000	-	-	-	3,000
Conference/Train'g Registration Fee		17,890		1,794		14,000	9,741	12,000	5,500	-	400	5,900
Subtotal Direct Expense		118,286		103,820		134,749		59,863	11,361	13,800	85,023	166,500
Total Direct (non-labor) Expense	125,000	118,286	130,000	103,820	130,000	134,749	167,000	59,863	11,361	13,800	85,023	166,500
Total Expenses - All	\$ 169,841	\$ 167,889	\$ 181,451	\$ 153,776	\$ 182,208	\$ 204,000	\$ 258,171	\$ 105,306	\$ 36,986	\$ 21,810	\$ 164,102	\$ 261,680
Budget Surplus / (Deficit)		\$ 1,952		\$ 27,675		\$ (21,792)				Projected: \$ 94,069		1.4%



Yavapai College Capital Budget

Prepared for DGB

March, 2023



Benchmarking



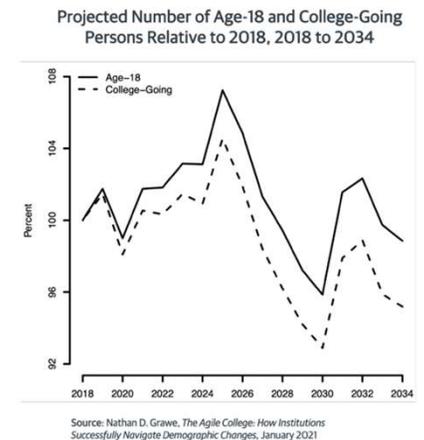
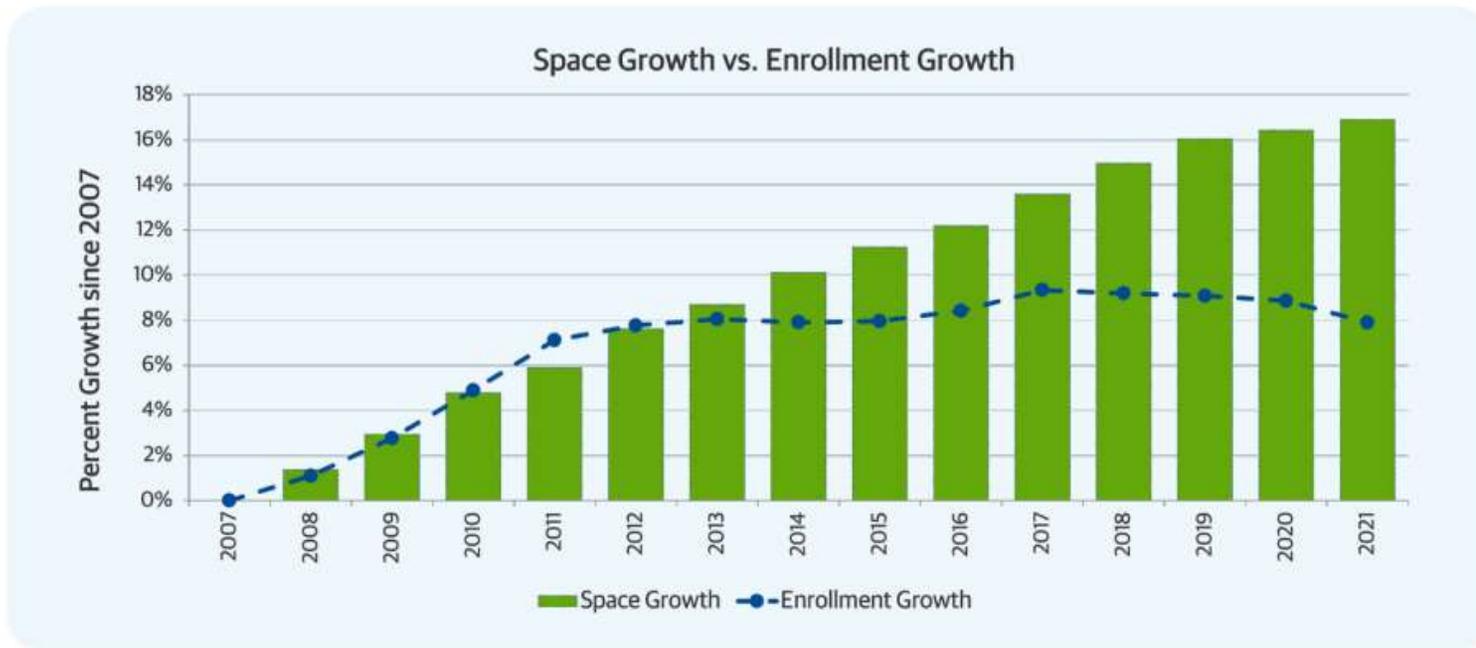
GORDIAN[®]



**State of Facilities in
Higher Education**

**Turning Today's Volatility into
Tomorrow's Opportunity**

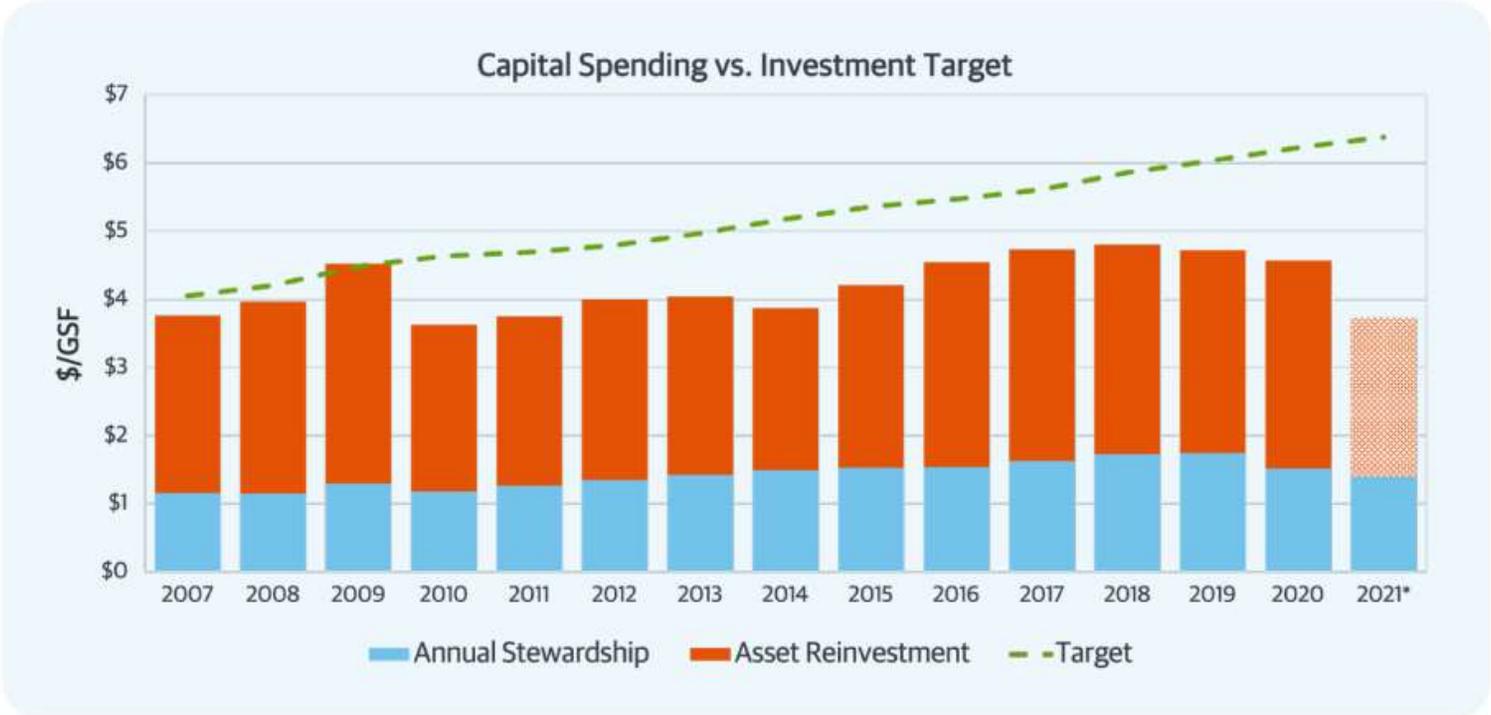
Facilities Growing Faster than Enrollment



Space: Growth continues to outpace enrollment, adding to operating and capital renewal burdens.



The campus of 2020 is 113% larger than the campus of 1970. Yet from 1970 to 2018, the population of 18-21 year olds grew only 17%.

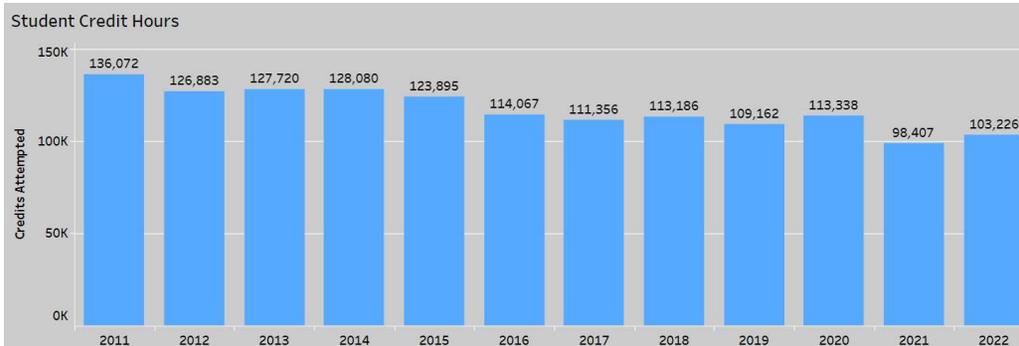


APPA estimates, with the help of Gordian's data, a facilities backlog of **\$112 billion**.



Inflation

YC Building Utilization and Capacity



- 56% 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

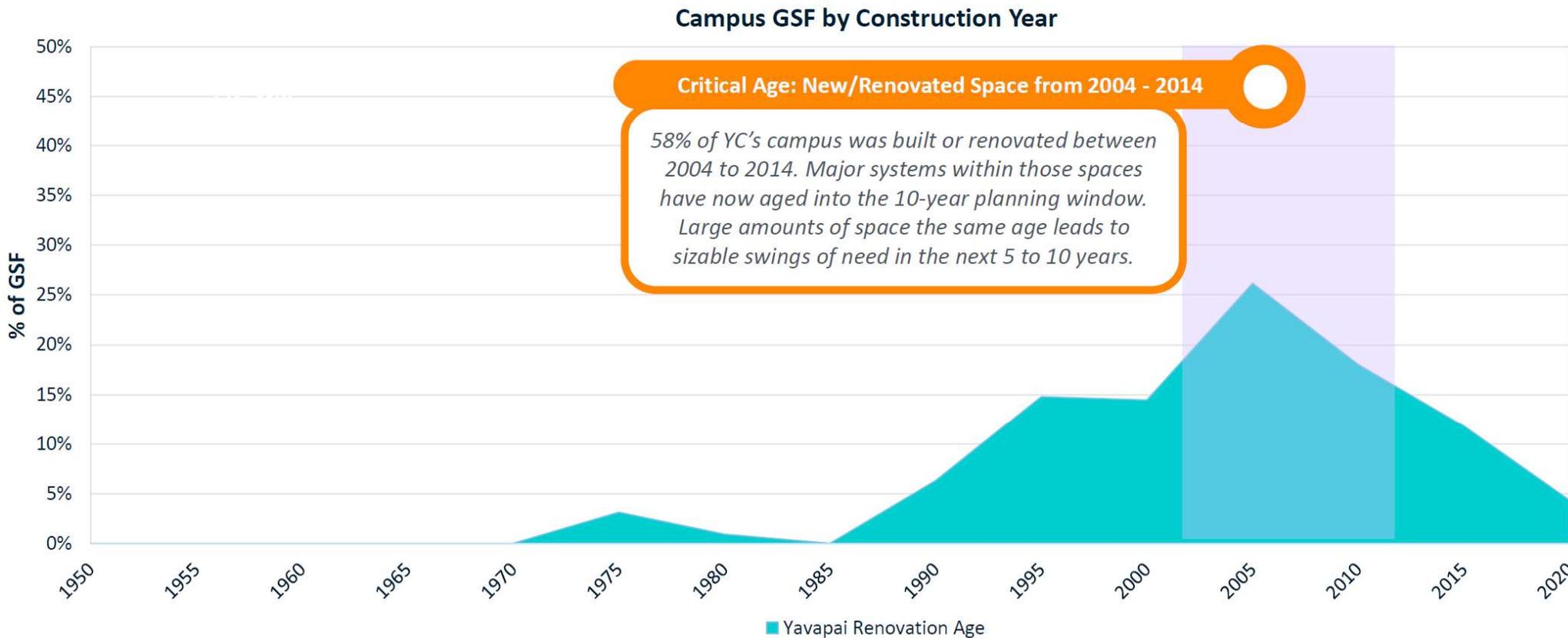
- 24% shrink in enrollments since peak
- Improving economy = less enrollments
- Campus 28% less utilized than national peers



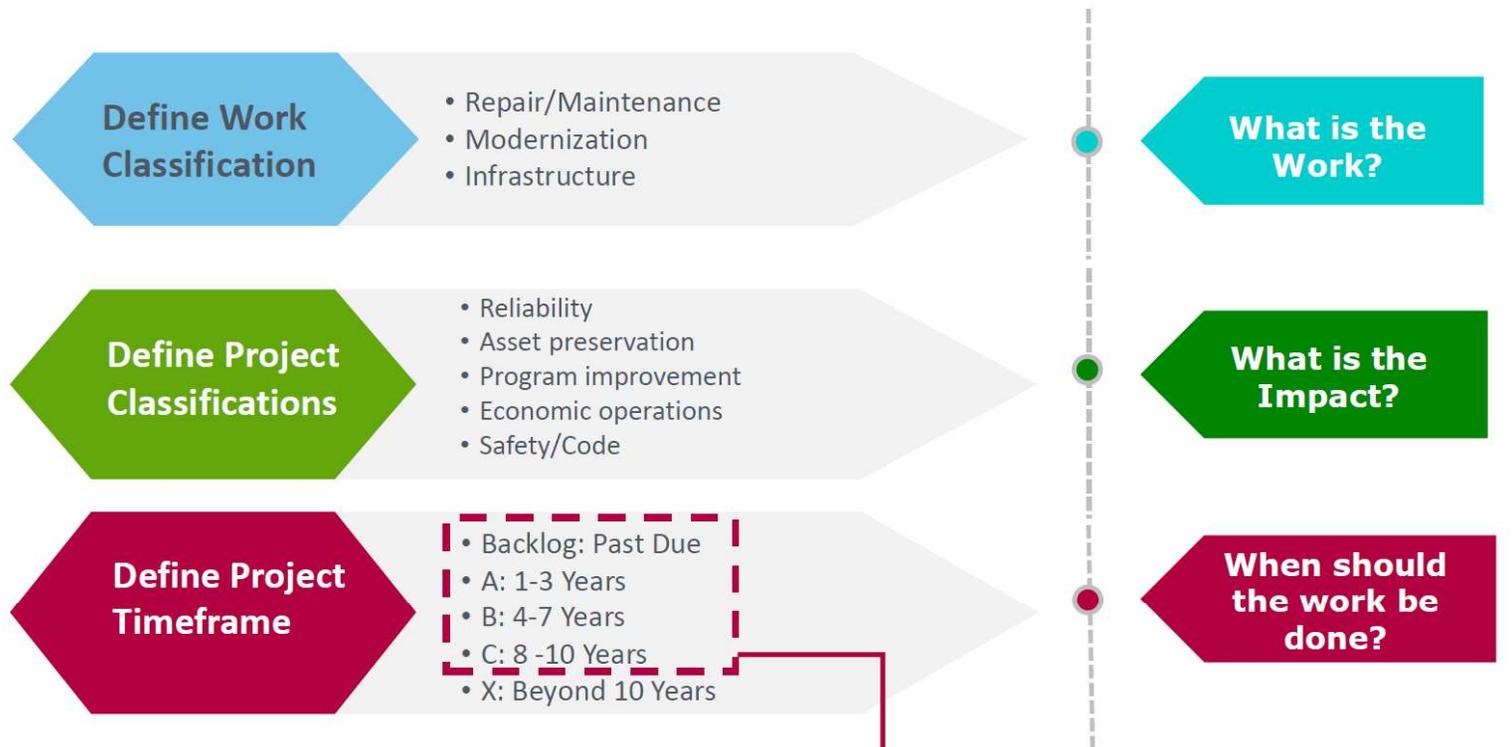
Nationally, colleges added 11% sq ft-- YC added 3%

Future Need Driven By Age Profile

Past renovations are now reaching their next life-cycles



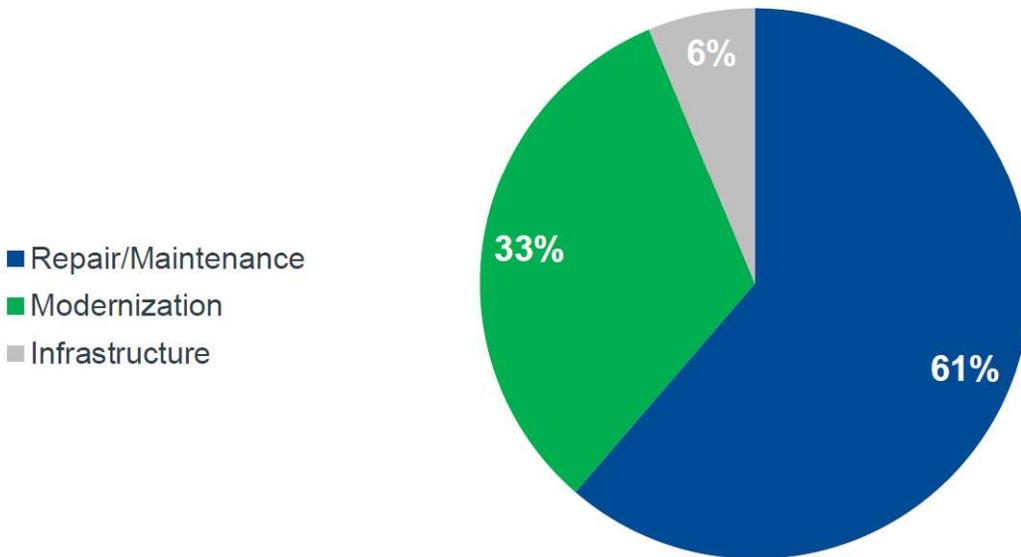
Categorize to Highlight the Value of Each Project



Summary of findings is focused on the next 10 years of investment needs

Need by Category

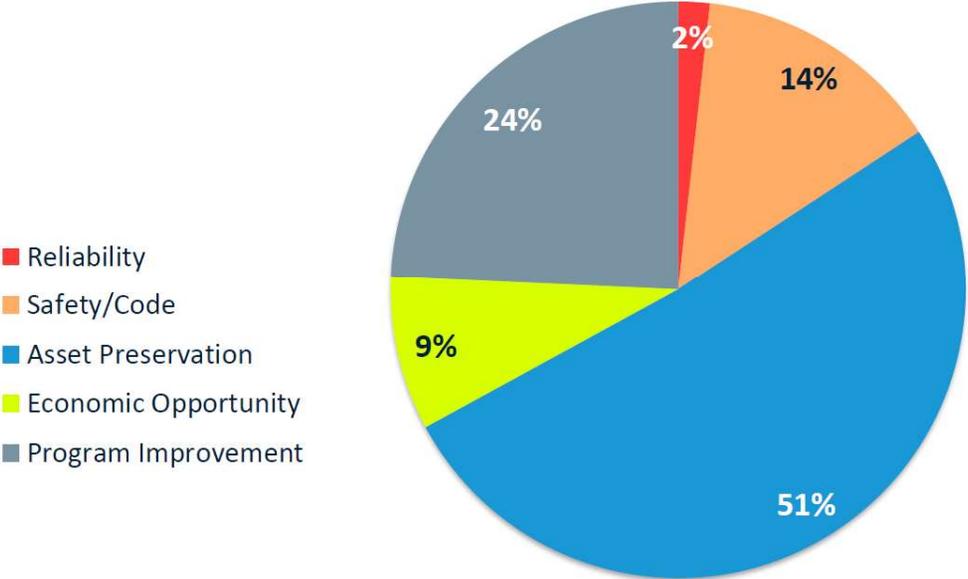
2022 Project Category



- **Repair/Maintenance:** In-kind replacement of components at the end of their useful life.
- **Modernization:** Upgrades, installations, or improvements to existing systems.
- **Infrastructure:** Replacement of components in central plants our outside of buildings, both below and above grade.

Identified Need by Classification

2022 Investment Criteria

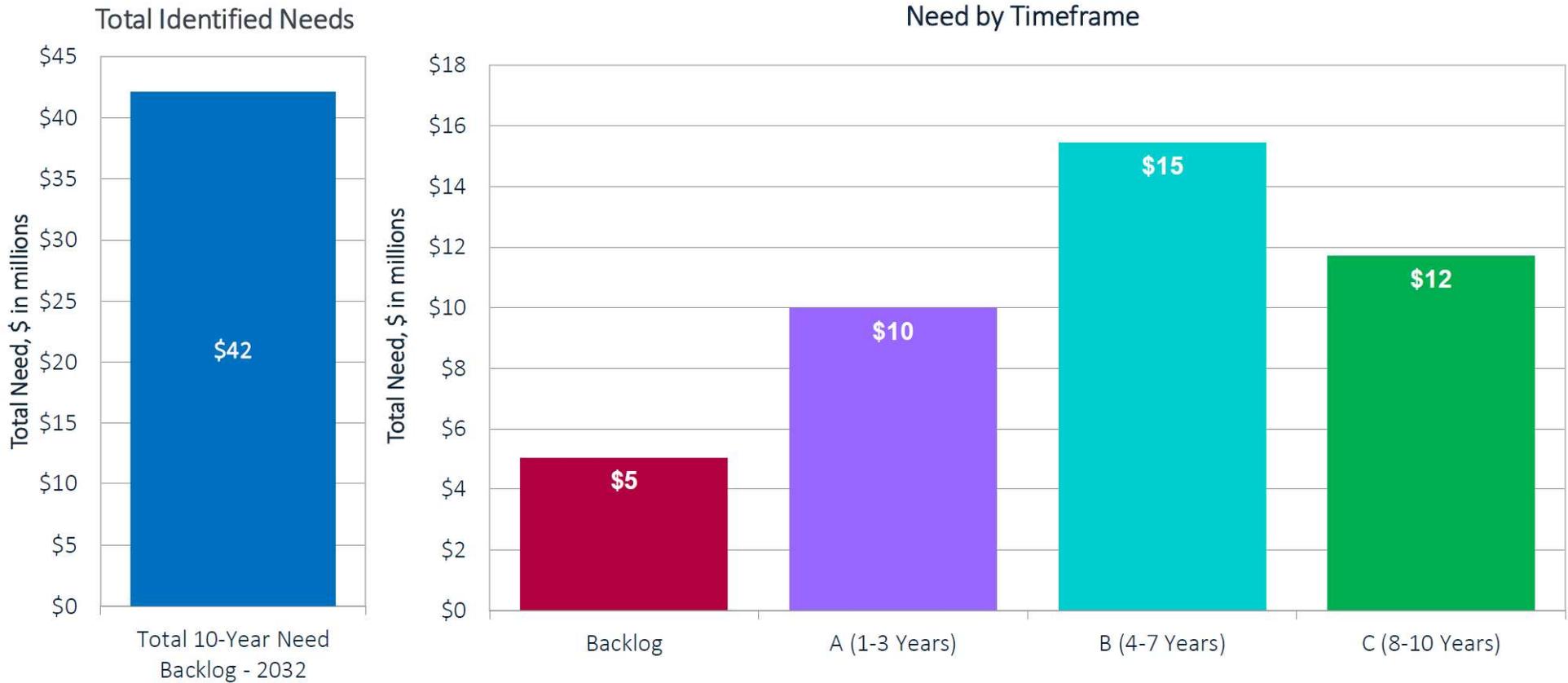


- **Reliability:** Issues of imminent failure or compromise to the system that may result in interruption to program or use of space
- **Safety/Code:** Fire and life safety priorities or items that are not in conformance with current codes, even though the system is “grandfathered” and exempt from current code.
- **Asset Preservation:** Projects that preserve or enhance the integrity of buildings systems, structure, or campus infrastructure.
- **Economic Opportunity:** Projects that result in a reduction of annual operating costs or capital savings.
- **Program Improvement:** Projects that improve the functionality of space, primarily driven by academic, student life, and athletic programs or departments. These projects are also issues of campus image and impact.

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Total 10-Year Need by Timeframe



Calculating Building Values

Current Replacement Value: The dollars needed to replace the Building in kind, as it exists, today (no modernization, programming changes or inflation factor applied).

Gordian uses models developed by the RSMMeans Higher-Ed costing database to define replacement values at a campus or individual building level.

The following criteria are factored into the building's replacement value:

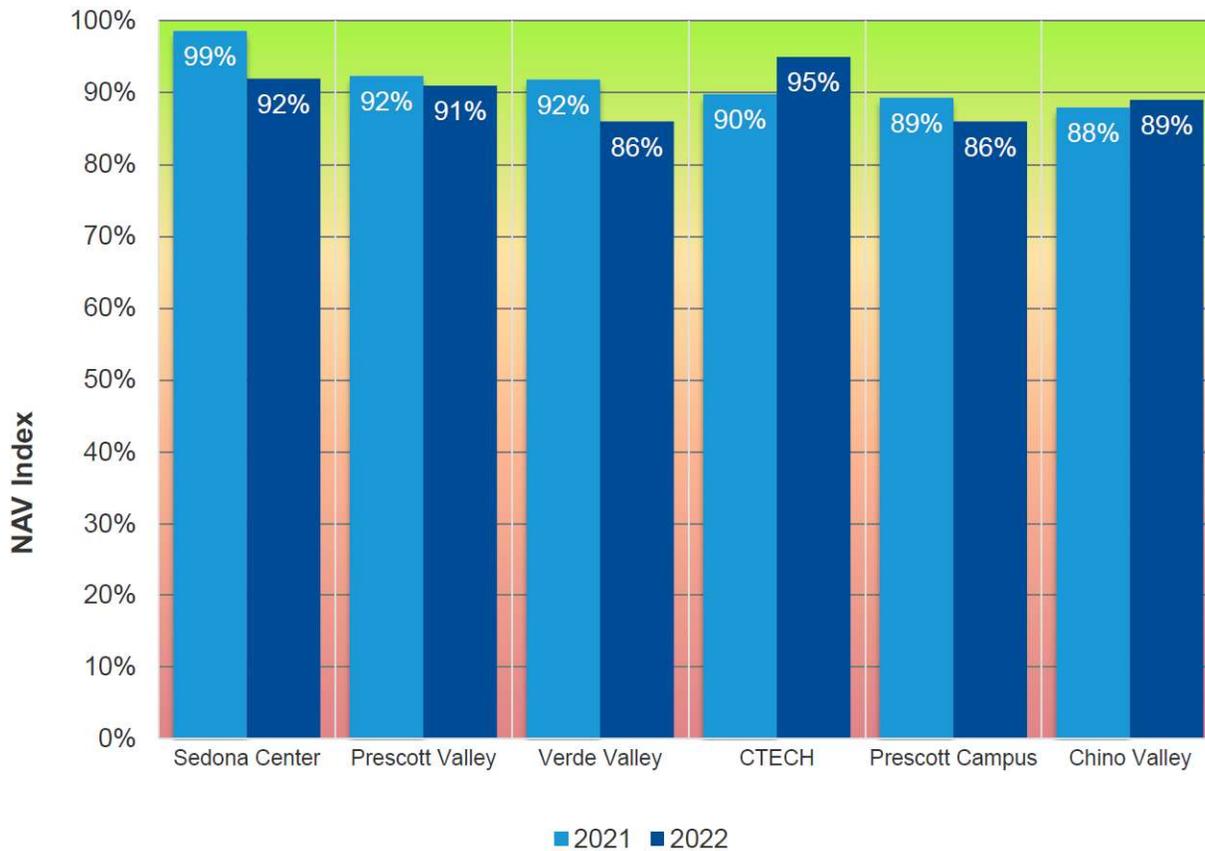
- Size
- Function
- Technical Complexity Score
- Region

Net Asset Value: Gordian term that defines the “% good on campus”. A formula that factors the replacement value of a building vs the identified capital investment needs.

$$\text{Net Asset Value} = \frac{\text{Replacement Value} - \text{Capital Needs}}{\text{Replacement Value}}$$

Investment Strategy	NAV Range
“Keep Up” Stage	85% - 100%
Balance Profile Stage	70% - 84%
“Catch Up” Stage	50% - 69%
Transitional Stage	Below 50%

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

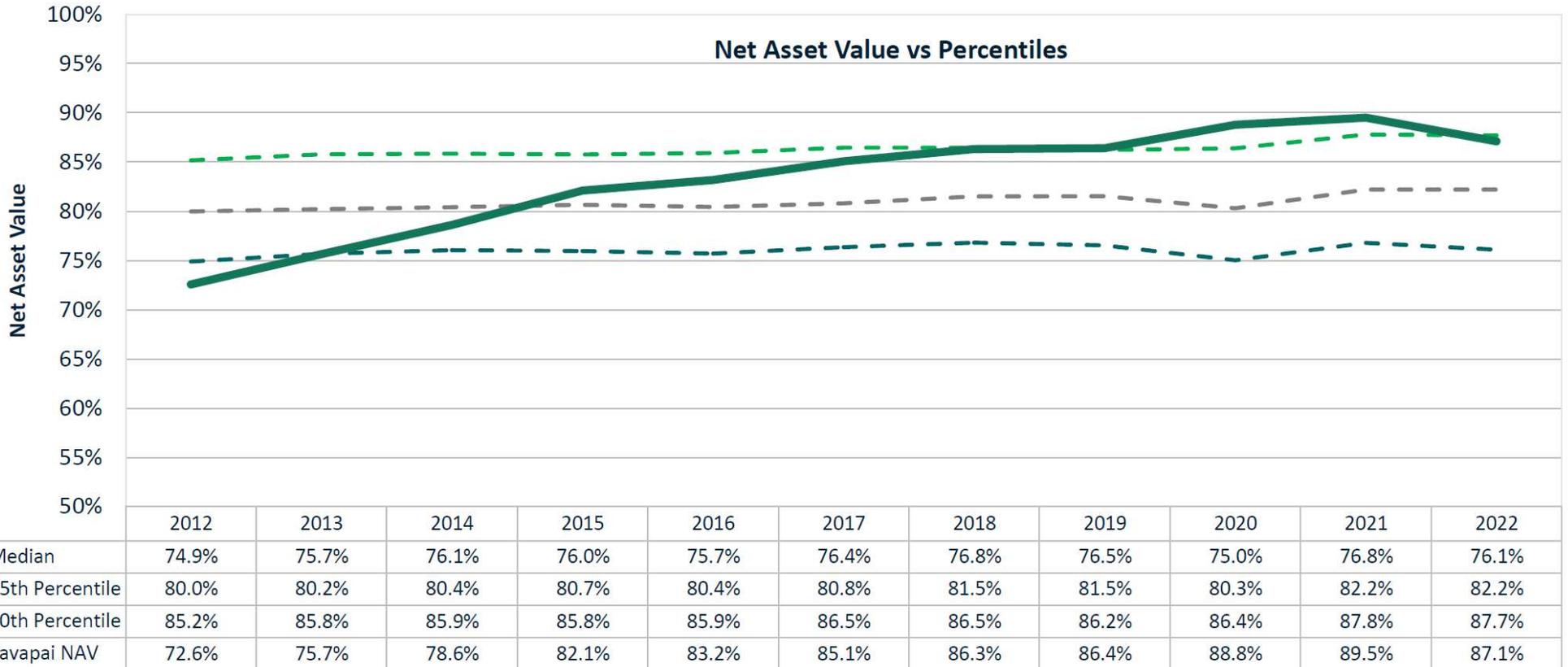
“Catch Up” Stage: Buildings require more significant repairs; major building components are in jeopardy of complete failure; large-scale capital infusions or renovations are inevitable

Transitional/Gut Renovation/Demo Stage: Major buildings components are in jeopardy of failure. Reliability issues are widespread throughout the building.

Yavapai NAV versus Database Percentiles

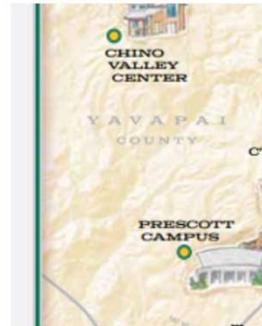
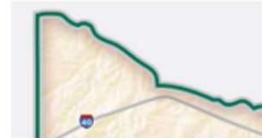


YC is in the 88th percentile in 2022





Capital



DRAFT Debt

	<u>Final Maturity</u>	<u>2021-2022 Actual</u>	<u>2022-2023 Budget</u>	<u>2023-2024 Proposed</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>(%) DIFFERENCE</u>
RETIREMENT OF INDEBTEDNESS						
Retirement of Indebtedness (Principal)						
General Obligation Bonds - 2012 Refunding	7/1/2022	\$ 470,000	\$ -	\$ -	\$ -	
General Obligation Bonds - 2011 Refunding	7/1/2021	-	-	-	-	0.0%
Total General Obligation Bonds		470,000	-	-	-	
Pledged Revenue Obligations	7/1/2021	-	-	-	-	0.0%
Revenue Refunding Bonds - 2021	7/1/2025	1,330,000	825,000	835,000	10,000	1.2%
Revenue Bonds - 2013	7/1/2028	340,000	350,000	355,000	5,000	1.4%
Sub-total Retirement of Indebtedness		\$ 2,140,000	\$ 1,175,000	\$ 1,190,000	\$ 15,000	1.3%
Interest on Indebtedness						
General Obligation Bonds - 2012 Refunding		\$ 18,800	\$ -	\$ -	\$ -	
General Obligation Bonds - 2011 Refunding		-	-	-	-	0.0%
Total General Obligation Bonds		18,800	-	-	-	
Pledged Revenue Obligations		-	-	-	-	0.0%
Revenue Refunding Bonds - 2021		35,800	27,100	20,500	(6,600)	-24.4%
Revenue Bonds - 2013		62,800	54,500	45,900	(8,600)	-15.8%
Sub-total Interest on Indebtedness		\$ 117,400	\$ 81,600	\$ 66,400	\$ (15,200)	-18.6%
Bank Fees		1,100	1,500	2,200	700	46.7%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS - RETIREMENT OF INDEBTEDNESS						
		\$ 2,258,500	\$ 1,258,100	\$ 1,258,600	\$ 500	0.0%

Draft Plant

DRAFT

	<u>2021-2022</u> <u>Actual</u>	<u>2022-2023</u> <u>Budget</u>	<u>2023-2024</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	\$ 3,835,300	\$ 3,974,000	\$ 3,974,000	\$ -	0.0%
Unplanned Maintenance	336,700	275,600	275,600	-	0.0%
Capital Improvement Projects (CIP)	3,835,310	1,757,300	9,762,500	8,005,200	455.5%
Equipment					
Equipment	1,859,300	2,153,700	2,616,600	462,900	21.5%
Furniture and Fixtures	188,800	257,500	257,500	-	0.0%
Library Books	84,200	90,900	90,900	-	0.0%
Contributions to Capital Projects					
Accumulation Account - Future Projects	-	134,000	-	(134,000)	100.0%
Capital Contingency	762,500	762,500	762,500	-	0.0%
TOTAL EXPENDITURES - UNEXPENDED PLANT FUNDS	\$ 10,902,109	\$ 9,405,500	\$ 17,739,600	\$ 8,334,100	88.6%

Draft Planned/ Unplanned

DRAFT

	<u>FY 2021-22</u> <u>Actual</u>	<u>FY 2022-23</u> <u>Budget</u>	<u>FY 2023-24</u> <u>Proposed</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>FY 2026-27</u>	<u>FY 2027-28</u>
Unplanned Maintenance	\$ 336,700	\$ 275,600	\$ 275,600	\$ 275,600	\$ 275,600	\$ 275,600	\$ 275,600
Planned Maintenance Total	<u>3,835,300</u>	<u>3,974,000</u>	<u>3,974,000</u>	<u>3,974,000</u>	<u>3,974,000</u>	<u>3,974,000</u>	<u>3,974,000</u>
TOTAL MAINTENANCE	<u>\$ 4,172,000</u>	<u>\$ 4,249,600</u>	<u>\$ 4,249,600</u>	<u>\$ 4,249,600</u>	<u>\$ 4,249,600</u>	<u>\$ 4,249,600</u>	<u>\$ 4,249,600</u>

Draft Planned Maintenance Details

DRAFT

Planned Maintenance by Project

FY 2023-24 Proposed

Prescott Campus, Bldg 1			250,000	Replace Building Boilers (2 older atmospheric)
Prescott Campus, Bldg 4			274,000	Upgrade building controls; Replace 3 Split Systems (Sanyo, mitsubishi mr. slim); Create a Micro kitchen in the GLG lab prep area.
Prescott Campus, Bldg 8			100,000	Residence Halls Key Card Door Access
Prescott Campus, Bldg 10			100,000	Residence Halls Key Card Door Access
Prescott Campus, Bldg 12			74,000	Replace Concrete at Roll Up Doors; Replace windows
Prescott Campus, Bldg 13			60,000	Upgrade to LED add Acuity Controls; Deionizer
Prescott Campus, Bldg 14			900,000	Remove current heat pump, replace with a smaller chiller
Prescott Campus, Bldg 16			55,000	Replace Motor Control center - Remove
Prescott Campus, Bldg 20			48,000	Replace carpet (roll carpet, worn, stains), abatement needed
Prescott Campus, Bldg 28			205,000	Modernization; Replace ceiling grid and panels (2 by 4, old)
Prescott, Campus Grounds			479,000	Need controls update; Replace with polish concrete or LVT; Replace Electric Baseboard Radiation (Under windows); Replace Split System (York); Replace Drop Ceiling Panels, Repair Roof
Prescott, Campus Infrastructure			70,000	Repair retaining wall at building 3 - 100 ft by 16 ft; Add lighting to Sculpture Garden; Address leaking at building 2 tunnel; Repair retaining art ranch - rock basket wall - 10ft by 50 ft; Repair concrete sculpture garden - 200 sq ft; Repair concrete art's ranch - 100 sq ft; Repair Parking Lot L near Res
				Replace 100ft of waste piping outside of building 11 and repair parking lot

DRAFT Planned Maintenance Details (pt 2)

DRAFT

Chino Valley Campus, Bldg 57			249,000	Replace MAU (Electric Heat); Other Side Of Roof; Upgrade to LED add Acuity Control
Verde Campus, Bldg F			18,000	Upgrade to LED
Verde Campus, Bldg G			23,000	Upgrade to LED
Verde Campus, Bldg H			24,000	Upgrade to LED
Verde Campus, Bldg I			46,000	Upgrade to LED
Verde Campus, Bldg K			4,000	Upgrade to LED
Verde Campus, Bldg M			965,000	ADA Parking; Replace Sprinklers; Replace carpet; Paint Interior Shell; Upgrade to LED; Replace Fire Alarm Panel; Replace Drop Ceiling Panels; Upgrade Elevator Cab; Replace fixtures only - flush valves and faucets (1 single use); Update building interior signage; Replace wood in lobby with LVT (in second floor lobby); Replace HWH (40g electric room 135; 1 insta hot in kitchen); Replace fan coil unit; Replace Unit Heaters (mech room); Replace Backflow prevention; Replace and install bottle filler; Replace Exterior Stairs (2 flights,1
Sedona Campus, Bldg SC			30,000	Refrigeration Unit - Replace with 3 condensers

Draft Equipment

	<u>FY 2021-22</u>	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>FY 2026-27</u>	<u>FY 2027-28</u>
	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>				
Career & Technical Education	\$ 309,100	\$ 505,280	\$ 732,633	\$ 365,285	\$ 266,845	\$ 329,655	\$ 499,815
Arts & Humanities	20,500	80,850	91,978	76,000	71,700	70,700	43,500
Sciences, Nursing, Allied Health, HPER	229,200	312,664	426,524	431,386	377,698	218,765	287,986
Public Safety	28,800	92,500	108,225	177,556	182,813	182,304	313,680
Digital Media, Viticulture & Culinary	44,000	23,900	185,210	138,535	202,410	337,110	158,414
Instructional Support	4,200	19,717	28,935	13,000	18,900	16,025	18,767
CISCO	20,500	46,920	50,250	23,840	21,850	20,900	18,050
Student Activities	1,900	-	2,000	-	-	-	-
Information Technology Services	792,500	1,023,833	1,026,253	1,017,378	1,022,303	1,032,280	1,036,982
Business Services	27,000	46,021	107,357	69,360	50,396	113,351	69,396
Facilities - All	211,300	168,500	206,000	208,000	208,000	236,000	230,000
District Safety	17,700	15,000	15,000	15,000	15,000	15,000	15,000
Campus Safety	4,400	8,340	5,800	5,400	2,000	1,600	1,600
Marketing	-	-	8,160	5,160	5,160	5,160	5,160
Athletics	32,200	175,000	15,000	15,000	15,000	15,000	15,000
Auxiliary Enterprises	116,000	153,575	140,675	149,600	150,625	149,050	147,550
SPAC Equipment	-	140,000	-	-	-	-	-
Furniture Employee/Student Housing Rentals	-	-	125,000	-	-	-	-
Contingency	-	-	-	-	-	-	-
Sub-Total Equipment	\$ 1,859,300	\$ 2,812,100	\$ 3,275,000	\$ 2,710,500	\$ 2,630,900	\$ 2,742,900	\$ 2,860,900
Transfer Expenses to Restricted Fund - Prop. 301	-	(658,400)	(1,122,000)	(346,700)	(324,800)	-	-
Total Equipment	\$ 1,859,300	\$ 2,153,700	\$ 2,153,000	\$ 2,363,800	\$ 2,306,100	\$ 2,742,900	\$ 2,860,900

DRAFT Capital Improvement Plan

DRAFT

Capital Improvement Plan Projects - Description	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Digital Learning Commons (P)	\$ 3,089,000	\$ 10,296,600	\$ 2,059,300	-	\$ -
Digital Learning Commons (VV)	2,618,600	523,700	-	-	-
Health Science Center (PV)	-	-	-	3,691,500	16,413,100
Electric Vehicle Maintenance (CTEC)	-	-	128,900	429,700	283,200
Electric Vehicle Maintenance (East)	-	-	128,900	429,700	283,200
Workforce Housing	3,440,000	-	-	-	-
Brewing & Distilling	-	-	1,662,700	7,042,400	3,602,600
Acoustical/ Tech Upgrades (Sedona)	-	-	146,000	-	-
Campus Signage/Marquees	150,000	-	-	-	-
ITS Relocate to Building 1 (P)	-	-	109,300	364,400	187,800
Contingency	464,900	1,082,000	635,300	2,391,500	5,716,900
Transfer Expenses to Restricted Fund - STEM	-	-	(620,000)	(600,000)	(600,000)
Transfer Expenses to Restricted Fund - Prop. 207	-	-	(1,300,000)	(500,000)	-
Grants and Donations	-	-	-	-	(15,813,100)
Total Capital Projects	\$ 9,762,500	\$ 11,902,300	\$ 2,950,400	\$ 13,249,200	\$ 10,073,700
Revenue Sources					
Capital Project Accumulation Account	\$ 9,762,500	\$ 11,902,300	\$ 2,950,400	\$ 13,249,200	\$ 10,073,700
Total Revenues	9,762,500	11,902,300	2,950,400	13,249,200	10,073,700
Excess/(Needed Capital)	\$ -	\$ -	\$ -	\$ -	\$ -



Thanks

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

Members Present:

Ms. Deb McCasland, Board Chair
Mr. Chris Kuknyo, Secretary
Mr. Ray Sigafos, 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=30d9724e-4420-42f3-a4b8-afb0016495dd>

1. General Functions: Procedural
 - a. Call to Order {Time: 1}
Chair McCasland called the Yavapai College District Governing Board Meeting to order at 1:00 p.m.
 - b. Pledge of Allegiance: Procedural {Time: 1}
The Pledge of Allegiance was led by Board Member Bracety.
 - c. Adoption of Agenda – **DECISION** {Time: 1}
Secretary Kuknyo moved, seconded by Member Bracety, to adopt the agenda. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).
 - d. Open Call - **INFORMATION** {Time: 10}
No community members registered for open call.
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*)
Recorded discussion and comments are available and begin at 01:25.

Dr. Ryan, Mr. Morgan, and Mr. Mintzmyer presented an update on our 3D Concrete Printing at Yavapai College. They went over their timeline on

where they started to current date, University and private partnerships that they created, and research & data collection. In January 2021, we received our the first 3-D printer, which was a 30 ft by 30 ft print volume. Later in that summer, we received a second 3-D printer, which was a 10 ft by 10 ft print volume. In the Fall, we started our first pilot class for 3-D Printing. In the Spring of 2022, we had our first class to start 3-D Printing with concrete, which made us the first college in the nation to teach 3-D Printing with concrete. In the Summer of 2022, we designed and created our own 3-D Printer, which has roughly a 15 ft by 15 ft print volume. In the Fall of 2022, we designed and created our second 3-D Printer, which was capable of a 50 ft by 50 ft print volume.

Mr. Morgan discussed how much they had to research and learn, including how the printer runs to the mixes that work best based on your region you are printing in. YC has gone to the concrete companies to partner with them to develop concrete mixes for this area. Mr. Morgan reviewed some of the projects that have been completed in class, which has mostly been for landscaping. They believe they may create an additional class that is strictly focused on ornamental uses for the 3-D printer.

Member Sigafos asked if the original 3-D printers were still working or what was the reason we created our own. Mr. Morgan indicated that the College wanted to make a 3-D printer to better accommodate our needs. The College is working with universities, including Iowa State University. We are also partnering with private companies to assist with the concrete mixes. There are currently eleven 3-D Concrete Printing Machines in Arizona.

Member Sigafos asked what kind of educational benefit this program has and/or do we have any kind of IP that we can transfer for profit. Mr. Morgan explained that our primary function is to teach students how to get into this industry and either become entrepreneurs or go work for the upstart companies in the state.

After the meeting, the board was shown a demonstration of our 3-D Concrete Printer.

ii. College Council – Dr. Diane Ryan, Dr. Janet Nix and Mr. Rodney Jenkins

1. Faculty Senate – Dr. Karen Palmer (*Attached*)

Recorded discussion and comments are available and begin at 28:10.

Dr. Karen Palmer presented faculty updates to the Board. She shared where one of our dual enrollment students found an inconsistency in an author's text and wrote to the author explaining what he found. The author wrote back very highly praising the student. The author wrote, "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."

Dr. Palmer shared some faculty highlights. In Computer Science, Philip Reid partnered with Yavapai County Health Department and some students to

create a hiking app. It was created to help people feel more confident on hiking trails. Jeff Bevers is presenting at the Wallace Symposium this year. One of the Faculty Association Committees, Pro-grow Committee, is moving to a Dynamic Form Application for funds to simplify the process. At Christmas time, the Association was able to donate \$500 to the Staff Association Food & Toy Drive. On April 22nd, we have faculty and volunteer setting out boot for the Unheard 22. They will provide a little donation for purchasing 988 stickers, which is the National Suicide Hotline. Dr. Palmer explained they are still working on their Faculty Service Document and updating the Constitution. They will have elections for next year coming up, so new officers will be announced soon for next year.

2. Staff Association – Ms. Ginney Bilbray (*Attached*)
Recorded discussion and comments are available and begin at 34:34.

Ms. Ginney Bilbray presented updates from the Staff Association to the Board. She shared that the YCSA will be supporting the Student Government Association with the 22-a-Day project. In the months of February and July, Association members will take on the responsibility of setting up and taking down the display. Recently, the YCSA advocated for a change of the bereavement policy 2.16. The policy stated that bereavement time must be taken consecutively. YCSA listed to its constituents and their needs for more flexibility during a difficult time, and they proposed a more adaptive use of that time. YCSA hosts the Staff Professional Development Day, which is an entire day set aside by the college for staff development. This year's Professional Development Day is themed, "Learning keeps you growing." It will be held on June 1st via zoom, and the committee is working diligently to secure keynote speakers and arrange training in a variety of areas.

Secretary Kuknyo asked what was the change to the bereavement policy. Ms. Bilbray answered that the change was instead of having to take time off consecutively, employees can take those 5 days as they need.

3. Student Government Association – Mr. Clay Christensen (*Attached*)
Recorded discussion and comments are available and begin at 39:03.

Ms. Jamie Oltersdorf presented updates from Student Government Association to the Board. She discussed the DC trip where the SGA Executive Team was able to travel to Washington, DC with members of the DGB, the ELT and other members of YC. They were among 100 students in attendance. While there they discussed the 2023 Community College Federal Legislative priorities, one of which was enacting the Dream Act. They also discussed ending the taxation on the PELL Grants. Not only was YC represented, but Arizona was very well represented. SGA wanted to thank the Board for allowing them to go with them on the DC trip. SGA has been working diligently on the first initiative which is the Unheard 22, they started on November 11th and have been successfully executing to initiative so far. SGA has begun the launch of the second initiative which is the 988 stickers. The SGA Senate has been working diligently on different projects as well. The Student Governance is accepting executive board applications. The Equity and Diversity Committee is expanding the "You Belong" stickers.

The Marketing and Public Engagement Committee will be expanding on the QR Code that was created for students to give their concerns, complaints, or comments. SGA is launching the Pop-up Closet, which will consist of business attire for students who need the appropriate clothing for interviews, graduation or work. The first Pop-up Closet will be held on March 24th at the lead conference, and the next one will be prior to graduation. They will be looking for donations starting in March.

Dr. Rhine encouraged those that are doing spring cleaning to find clothes that they would like to donate to the Pop-up Closet.

Chair McCasland thanked Mr. Jenkins and the SGA for joining the DGB in DC. She stated that it was so impactful to have them there and words from a student are much more appreciated and impactful.

- iii. 2022-2023 Continuous Status Faculty – Dr. Diane Ryan (*Attached*)
Recorded discussion and comments are available and begin at 47:31.

Dr. Ryan notified the board of faculty who are being placed on Continuous Status. YC has 6 faculty that are moving from Provisional Status to Continuing Status. They are Spencer Coffin, Jason Ebersole, William Hamm, Crystal McCarthy, Philip Reid, and Mark Whiteley.

- iv. Budget to Actual Monthly Report and Cash Reserves Monthly Report (*Attached*)
Recorded discussion and comments are available and begin at 50:09.

Secretary Kuknyo asked what the traffic light method was. Dr. Ewell answered, “if we expect to end the year over-budget, then we would be moving to a different color other than green. Right now, it just has to deal with timing issues. So, if we’ve made a commitment, and it’s going to be paid out over the next 6 months, but we still end our budget on budget, then we’re good.”

- 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 Sigafoos
Recorded discussion and comments are available and begin at 51:58.

Chair McCasland and Board Member Sigafoos gave an update on the various liaison events they attended as representatives of the board. Chair McCasland is now the Board Chair of AACCT. She had the opportunity to meet with Senator Kelly and representatives from the Department of Education. Member Bracety will be taking over the Foundation Meeting, but Member Sigafoos filled in at the last meeting. He indicated it was a quiet meeting, and they are on target for their budget for fundraising.

- 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*)

Recorded discussion and comments are available and begin at 55:23.

Chair McCasland reviewed the future meeting and event dates. She brought up the upcoming Workshop on Friday potentially needing to be rescheduled or done via Zoom due to inclement weather.

Member Sigafos moved, seconded by Secretary Kuknyo, to continue with the scheduled Workshop. Board Members and Presenters who cannot make the meeting due to weather may attend via Zoom, or if the college closes, the meeting will be via Zoom for all. A livestream link will be provided for the public regardless if it's via Zoom or in person. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).

SHORT RECESS

3. Board Business

- a. Request to Name the Performance Art Center/Building – Mr. Rodney Jenkins
INFORMATION, DISCUSSION, AND DECISION {Time: 15} (*Attached*)
Recorded discussion and comments are available and begin at 01:03:45.

Mr. Jenkins presented the request to name the Performance Art Center/Building “Jim and Linda Lee Performing Arts Center” for an exchange of a significant gift to the College to be used toward the Performing Arts.

Member Bracety moved, seconded by Secretary Kuknyo, to accept the gift and name the building the “Jim and Linda Lee Performing Arts Center.” Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).

- 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*)

Recorded discussion and comments are available and begin at 1:07:39.

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

4. Adjournment of Board Regular Meeting: 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 2:29 p.m.

Respectfully submitted:

Deanne K. Petty, Recording Secretary

Date

Ms. Deb McCasland, Board Chair

Mr. Chris Kuknyo, Secretary

Yavapai College
District Governing Board
Budget Workshop Meeting

Friday, February 24, 2023
9:00 a.m.

ZOOM

Members Present:

Ms. Deb McCasland, Board Chair
Mr. Chris Kuknyo, Secretary
Mr. Ray Sigafos, 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://YAVAPAL.HOSTED.PANOPTO.COM/PANOPTO/PAGES/VIEWER.ASPX?ID=57C98262-A173-4154-B921-AFB4001DE67D>

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.
 - b. Adoption of Agenda – **DECISION** {Time: 1}
Recorded discussion and comments are available and begin at 00:08.

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

2. Board Business
 - a. Executive Session
 - i. A.R.S. §38-431.03(A)(7), Discussion and Consultation with College Representatives Regarding Potential Purchase of Real Property in Yavapai County near Prescott Valley – **PROCEDURAL** {Time: 60}
 - ii. A.R.S. §38-431.03(A)(7), Discussion and Consultation with College Representatives Regarding Potential Lease of Real Property in Yavapai County near Verde Valley – **PROCEDURAL** {Time: 60}

Secretary Kuknyo moved, seconded by Member Sigafos, to go into Executive Session pursuant to A.R.S. § 38-431.03(A)(7) for Discussion

and Consultation with College Representatives Regarding Potential Purchase of Real Property in Yavapai County near Prescott Valley and Potential Lease of Real Property in Yavapai County near Verde Valley. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).

- b. Convene in Public Session
 - i. Possible Action: Confirm Instructions to College Representatives Regarding Negotiations for Potential Purchase of Real Property in Yavapai County near Prescott Valley, as the Result of Executive Session – **DECISION** {Time: 5}
 - ii. Possible Action: Confirm Instructions to College Representatives Regarding Negotiations for Potential Lease of Real Property in Yavapai County near Verde Valley, as the Result of Executive Session – **DECISION** {Time: 5}
Recorded discussion and comments are available and begin at 02:07.

Member Sigafos moved, seconded by Secretary Kuknyo, to give staff direction to address the lack of affordable housing situation, which affects future and current employees as well as the student body, by pursuing the options discussed in executive session. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).

3. Study Session

- a. Overview of Arizona Economy – Dr. George W. Hammond, Director of the Economic and Business Research Center – Eller College of Management at The University of Arizona - **INFORMATION AND DISCUSSION** {Time: 45}
Recorded discussion and comments are available and begin at 03:37.

Dr. Hammond gave a presentation on the Arizona Economy. He delivered statistics throughout Arizona and explained how that affects the economy overall.

LUNCH BREAK

- b. Environmental Scan Highlights for Fiscal Year 2022-2023 - Dr. Tom Hughes - **INFORMATION AND DISCUSSION** {Time:15}
Recorded discussion and comments are available and begin at 01:25:56.

Dr. Hughes gave a presentation on the Environmental Scan Highlights for the fiscal year 2022-2023. The purpose of the environmental scan is to provide a wide range of information that will enable decision-makers to understand the current context in which we operate, predict future trends, and incorporate this understanding into the College's strategic direction.

- c. Yavapai College Update - Dr. Lisa Rhine - **INFORMATION AND DISCUSSION** {Time: 30}

Recorded discussion and comments are available and begin at 2:25:01. (Was requested and approved to have item “e” moved before item “c” during the meeting.)

Dr. Rhine gave a presentation on the various College updates and how we have improved over time. We know that the older models no longer serve our industry partners or students in the way they need today. We could look at it as a scary, sad thing or we could be thankful for where we've been and embrace the opportunities that lie ahead of us. We will stay true to our mission which is to enrich our communities by providing accessible quality workforce training, transfer education, lifelong learning, and cultural opportunities. As Dr. Rhine starts her 5th year as President of the College, she is truly amazed at what we've accomplished together as an organization. In 2019-2020, the following accomplishments were completed: broke ground on the Verde Valley Skilled Trades Center, began renovations of Building L, moved the Division of Student Affairs and Athletics under Mr. Rodney Jenkins, created a true Enrollment Management Unit, Restructured the Academic Division, and moved Human Resources as a direct report to Dr. Rhine. HR being placed under Dr. Rhine was with anticipation of focus being placed on adopting outward mindset and focusing on talent, acquisition, and belonging. Then the pandemic hit. The College community fared fairly well, and that's thanks to all of your efforts and the board's efforts that the College was able to stay open and deliver instruction and services, which kept the operation going. There is much for us to celebrate some statistical items to note are: increasing our annual associate degree completion rates by 58% since 2019, we increased our AZ General Education Certificates completion rate by 84%, improved first to second year retention rates by 5% since 2019, increased Hispanic Student Enrollment by 24% overall, increased our Foundation Invested Assets by 37% since 2019, increased our Foundation Scholarships and Program Supports by 35% since 2019, and decreased our student default rate from 25.5% to 3.7%. The College has received a stellar review and reaccreditation from ACEN for our Nursing Program, we were granted International Association of Campus Law Enforcement Administrators accreditation for our Campus Safety Department, we added the College Promise Program which was selected as a finalist for a Bellwether Award, we expanded advisor support and support for first generation students, we added athletic teams and refreshed Athletic Coaches, created our College Council, we received an award for Budget Reporting, received a flawless HLC decennial accreditation review with no monitoring which is extremely rare, received permission to offer our first bachelor's degree, and we've been nominated for a national award for our student success initiatives by American Association of Community Colleges.

Secretary Kuknyo asked Dr. Rhine to please explain the College Promise as Member Bracety may not know what that is. Dr. Rhine explained that the College Promise is for high school graduates who come to YC as full-time students. If they take the required credit hours each semester and successfully complete those credits, then the College will refund them any out of pocket expenses for tuition. Students have 7 semesters to complete it instead of 4 semesters to complete the degree. There are select degree programs for adults in the career technical areas that can do the same thing, but only in career technical programs that lead to a living wage.

Secretary Kuknyo made a comment about the terrific achievements and that the board get to brag about what has been accomplished and it feels really good. “It’s amazing how many people are in bad shape, and you look at what’s been accomplished, the student default rates and the completion rates, no one else is doing this stuff.” Dr Rhine commented that it’s pretty amazing, but we couldn’t do it without 100% support of the board. It isn’t about the President, it’s about the board and the President and everyone at the institution moving together toward a goal.

Dr. Rhine continued her presentation with defining the challenges ahead. What we know: 4 year enrollments are growing while 2 year enrollments are declining, ASU offering Associate Degrees & NAU encroaching, nationally community college FTSE declined 41% from FY11 peak, nationally higher ed shrank 12% since FY11, AZ community college FTSE declined 37% from FY11 peak (-50,000 FTSE), proliferation of new producers & distributors, increased demand for any time/any place education, rise in just-in-time education, pivot from inputs to outputs, employer driven curriculum in demand, and technology is changing and improving rapidly.

Dr. Rhine brought up the timeline of conversation surrounding the “Great Upheaval”. Based on all the of the timeline events, discussion and research the college facilitated a college-wide engagement session. The Collegewide Prioritization Exercise gave the following results as prioritization:

- #1. Online Learning – Improve online quality and consistency.
- #2. General Education – Gen Ed content and modalities must change.
- #3. Competency-based Learning – Competency- based learning critical.
- #4. Micro-credentials – Micro-credentials, unbundled classes.
- #5. Self-paced - Self-paced, just-in-time learning options.
- #6. AI/VR – Explore & expand Artificial Intelligence & Virtual Reality.
- #7. 3rd Party Providers – Partner with third party providers.
- #8. Subscription-based – Consider subscription-based offerings.

Another similar exercise was conducted with the following priorities for Workforce Training and Career Readiness:

- #1. Industry/Employers - Customized Training
- #2. Industry/Employers - Experiential Learning
- #3. Employment Preparation & Collaboration

Dr. Rhine gave an update on the Strategic Planning Committee goals. The plan is a 3-year rolling plan, and the three deliverables this year are: FY24 Strategic Planning Priorities, SWOT Analysis, and FY23 Key Strategic Priorities Update. Two efforts to begin immediately are: expand workforce training & partnerships, explore & expand use of AI and VR. Workforce training and partnership will be expanding through sponsored training, micro credentials & self-paced options, experiential opportunities for students with employers, employment preparation & collaboration, 3rd party collaborations, and customized training programs. We have received a \$1.48 million federal grant called the Quest Grant to use for this purpose to expand more workforce training. We received a second grant to partner with Meta and Victory XR

to receive equipment and training to build course contents and components that we can use to teach and engage students in the metaverse. Nearly 60 faculty and staff have applied to be part of our metaverse team, we're going to work this semester and over the summer to venture into this new delivery method that will be used to supplement our courses and services.

The Victory XR CEO, Steve Grubbs, has agreed to be our fall Convocation Speaker. He will introduce use all to the Metaverse and by then we hope to be able to share some content that we've created ourselves for our own courses.

RECESS

- d. Yavapai College Finances for Fiscal Year 2023-2024 – Dr. Clint Ewell -

INFORMATION AND DISCUSSION {Time: 60}

Recorded discussion and comments are available and begin at 03:05:45.

Dr. Ewell gave a presentation to the board on the current finances. He discussed the expenditure limit, property taxes, revenues & expenditures, and highlights & challenges. On June 6, 1980, voters of AZ voted in favor of a Constitutional Amendment to Article IX, Section 21. This amendment created what's called an expenditure limit, which limits our per capita spending of local revenues to same rate as 1980, adjusted for inflation (GDP deflator). It affects all local agencies: Community Colleges, Cities, Counties, and K-12. The financial penalty is up to 1/3 of YC's state appropriation, which made this very important in year past. However, you'll see that that appropriation number has gotten smaller over time. EL Calculation Exclusions that are revenues are: interest, Federal/State/Private Grants & Donations (Prop 301, Prop 207), capital accumulation funds, tuition & fees, research & entrepreneurial activities (rentals, community events), and auxiliary fees (bookstore, food, residence halls). EL Calculation Exclusions that are expenses are: capital debt payments (bonds, capital leases), and intergovernmental contracts. This process used to work pretty well for the last 40 years, however, recently we've been seeing the issues in K-12 in particular, and without legislative intervention every year they would run out of the ability to use their local property taxes around this time of year. This would make it difficult for them to finish their school year off. This same issue is starting to appear in community colleges. Currently, at least 2 of our sister schools are beyond their expenditure limits, which is causing them some real headaches and concerns. Statistics are showing that since 2011, people are starting to go back to work and enrollments are starting to decrease. The downward enrollments are creating downward pressure on our expenditure limit ceiling. Based on current numbers, we are right at our expenditure limit; however, we do have a carry forward balance from prior years so there is so room there. With that being said, we have some really exciting programs and projects that we're launching. This includes the Business and Nursing baccalaureate degrees. We have high confidence that those degrees are going to generate a substantial amount of enrollments. Even without those programs, we still have a good 5-7years before we would be in a dire situation and that would be assuming no growth in enrollment. YC is trying to

update our product mix to be relevant to the workforce. Since 1980, our CTE enrollments have grown from 35% to 52%. These numbers are good for the students and for our community. However, this is also causing downward pressure on our expenditure limit because the CTE programs tend to be more costly to offer due to equipment, class cap sizes and full-time faculty. The AZ Community College Presidents are working to put together a plan to have non-credit workforce training count as some credit. Additionally, the other thing the colleges are talking about is the possibility of proposing a Constitutional Amendment to reflect current community college finances and operations, and not those of 1980.

Dr. Ewell moved into discussing property tax and what it pays for. Property tax revenues help fund service operations (primary): state and local governments, schools, law enforcement and library. It also helps fund voter-approved capital projects (secondary): sewer/wastewater/sanitary/domestic water, fire districts, parks, street lights, and other capital projects. Arizona has the 12th lowest personal property tax rate in the US, and our business property tax rate is the 11th lowest in the US. The Property Tax Levy in Arizona can be increased due to new construction, and the College may increase its tax levy by 2% per year, and it's cumulative. Since the board has taken 8 of the last 10 years off from increasing the tax levy at all, they are allowed to increase it by 20% this year, or by \$10 million. Increasing the levy by 2% on a median home value of \$500,000 would increase that taxpayer's taxes by \$14. Increasing the levy by 5% on a median home value of \$500,000 would increase that taxpayer's taxes by \$36. YC hasn't increased levy for the last 4 years due to some very good reasons including the pandemic.

Dr. Ewell moved into discussing revenue streams. The three primary revenue streams for the College are: state, primary property taxes, and tuition & fees. Other secondary revenue streams are: sales & service, grants & gifts, and other. Again, the expenditure limit applies to state and primary property tax revenues. However, grants and gifts do come with restrictions as most of the time they come with instructions as to what the revenue should be spent on. State revenue is currently at \$300,000, which is minimal for an entity with a \$100 million budget, like the College. YC is 1% away from becoming a Hispanic serving institution, which will open up a whole host of grants and federal funding that we can apply for. YC is in the middle of the pack of our peer colleges, ranking 6th lowest property tax. YC is 10% below annual tuition and fees for AZ Community Colleges, 39% below National Community Colleges, and 81% below AZ 4 year sister schools. YC is the 3rd lowest tuition in the state in the 4th lowest tuition charging state, which makes us extremely competitive with our tuition rate.

Dr. Ewell then moved into expenses. He explained that he can present expenditures by our 5 Funds: general, auxiliary, capital, debit, and restricted. He can present expenditures by our 7 Programs: instruction, academic support, student services, instructional support, facilities, public service, and auxiliary. He can present expenditures by our 9 Natural Expenses: salaries & benefits, supplies, contract services, utilities & communications, travel & conferences, scholarships, capital, debt, and contingency. We are not only required to have our budget setup this way, but it

allows us to benchmark against. The General Fund Budget is broken up by Major Business Unit including: President, DGB, Human Resources, VP Office CR, Community Relations, Athletics, Enrollment Management, Student Affairs, VP Office FAS, Business Office, Information Technology, Facilities, Institutional Effectiveness, Campus Safety, VP Office Instruction, School of Business & Arts, School of Health & Wellness/Public Services, Instructional Support, and School of Human & Social Science/Verde & Sedona/Com Ed. Reasons for increases this year are due to raises, new positions, inflation, contract renewal increases, utility increases, and expansions of programs. Auxiliaries Budgeted Expenditures are broken up by Service: Residence Halls, Food, Edventures, Family Enrichment Center, Community Events, Southwest Wine Center, SBDC, Contingency, YCF and Miscellaneous. When looking at auxiliaries we need to look not only at expenditure, but also at their revenues to get the entire picture. Goal with auxiliaries is to get them to break even. Capital (Plant) Fund records large improvements in building, infrastructure, and grounds, which are then depreciated over time. Within the Fixed Capital budget you have the following: Planned Maintenance, Unplanned, Equipment Replacement, FFE, Library, and Contingency. This budget totals \$7.7 million. Variable Capital budget includes the Capital Improvement Plan. This budget totals \$1.8 million. In regard to our Long Term Debt, we are sitting better than most with our GO bonds paid off in 2021-2022. Our revenue bonds only have a few years left with June 20, 2028 projected as the final payment date.

Dr. Ewell then addressed what he felt the board should know about our finances. YC has a very strong credit rating, we have some of the most affordable tuition in the country, we have some of the more reasonable property taxes in the country, we have sports & residence halls, we have a REDC/FEC/Community Ed/Community Events, we offer Career Technical Education, we have some of the best quantity and condition of facilities (some of the highest net asset values in the country), and we have a very competitive Cost per Full Time Student Equivalent (FTSE). As far as challenges, these items factor into our budget: demographics, product mix, competition, and expenditure limit.

- e. Academic Master Plan – Dr. Clint Ewell - **INFORMATION AND DISCUSSION** {Time: 30}

Recorded discussion and comments are available and begin at 1:54:10. (Was requested and approved to be moved before item C during the meeting.)

Dr. Ewell gave a presentation about the Academic Master Plan on behalf of Dr. Ryan. The Academic Master Plan is where the college defines what kinds of programs and services the college will offer and how the college will deliver them. Additionally, it addresses if they are remaining relevant in today's marketplace. The College has multiple plans that align with the Strategic Plan, which is the main plan, the Academic Master plan is one of the plans that helps accomplish the Strategic Plan. As a college, it is our responsibility to leave students better off than when they came to us. Not a new debate, but an ongoing one is which study is more important, Career Technical or Liberal Arts? The college is split about 50/50 based on student

credit hours. Almost every College campus offers Gen Ed, Community ED and CTE courses. The top 10 College Majors are: Business, Liberal Arts, Health, Science, Engineering, Education, Psychology, Social Sciences, Computer & Information Technology, and Visual & Performing Arts. The Academic Plan is a 3-year plan in which is trying to focus on the CTE programs that have employer and student demand. It will focus on the local county and state level first. The programs the College offers need to lead to median living wage positions. A career ladder is being offered for most starting with certificates, into Associates and now some into the Bachelors. The plan includes expanding workforce training which will broker with 3rd party providers. The training is self-paced, competency-based, and on-demand. Trying to work to figure out how to co-award credit for these workforce training. Working to expanding partnerships with ERAU, Early College Academy, Spectrum Health, and Freeport McMoran. The plan is working to optimize General Education. Community Education is a strong area for our college, but had a decline due to COVID, so the plan is working to bring back the numbers we had pre-COVID. The plan is working to increase open educational resources. The College has saved students over 1.2 million dollars by offering them free educational resources as opposed to making them go buy the course book. The College is engaging with the Early Alert System. This system followings sign in information to see who is engaging specifically during the first week of class, it becomes a good predictor for the faculty to know who may be at risk of failing. The plan will develop Metaverse Tools. We have won a grant to help with its development. The College has 50 people who have signed up to go through the training. Everything is very new with the Metaverse. As we go through training, we will learn more about it and what path the college will take to use it. Another part of the Academic Plan is Intrusive Tutoring whether it is an embedded tutor or extended tutoring hours. The College wants to make sure that they have every opportunity to get assistance either in class or out of class. Another part of the Academic Plan is improving online student success rates. There is an online course review process where faculty is getting training in proven best practices. Credit for what you know is another aspect of the Academic Plan. There are several ways students can get credit without taking a class. Whether it be from advanced placement, concurrent or dual enrollment or from military training courses. Adding more 8-week courses and programs is another aspect of the Academic Plan. With more enrollment of older non-traditional students, they have work obligations and family obligations, so with an 8-week program they have less chance of something going wrong in their personal life. Therefore, there's more of a chance for them to finish the course successfully.

Chair McCasland made a comment that she understands a lot of the faculty would love to get involved with the Metaverse. Dr. Ewell and Dr Rhine confirmed that about half of the 50 getting trained are faculty members. Member Bracety made a comment about thinking the Board should get involved with the Metaverse. Dr. Rhine said the Board will be taken to the Metaverse.

- f. Broadband in Yavapai County – Mr. Patrick Burns – **INFORMATION AND DISCUSSION** {Time: 20}

Recorded discussion and comments are available and begin at 03:05:45.

Mr. Burns gave a presentation to the board on the status of broadband availability in Yavapai County. He noted that Arizona is ranked 36th nationally for broadband coverage. Additionally, 31% of Arizonans are either unserved or underserved on their broadband needs. The biggest issue for YC on this is most rural households don't have access to internet fast enough to work or learn remotely. There is a AZ Broadband Plan in which they plan to implement priority interstate corridors, select state routes/segments, and a Program Governance. AZ Commerce Authority was offering \$100 million in broadband grants in 2022, unfortunately, Yavapai County was not an awardee. In Yavapai County, we do not have the population in our rural areas to make economic sense for them to do anything, and that's part of the reason why we're lagging behind in some of our areas. The infrastructure is coming along pretty well up the I-17 which will help our county along that route. Additionally, they plan to place infrastructure along I-40 which will help Ashfork and Seligman area residents. Mr. Tim Carter (YCESA) has been the catalyst for Yavapai County Broadband Projects. In 2018, Yavapai County decided to spend \$3.7 million on fiber-optic middle mile network connecting 74 school and libraries (Middle Mile Project). Yavapai County Educational Technology Consortium (YCETC) awarded \$1.8 million to pay 100% of the construction costs to bring high speed fiber (broadband) to rural schools and libraries that are members of the consortium. The county was awarded \$45.6 million in America Rescue Plan (ARPA 2021) funds, and they set aside \$20 million to work on broadband initiatives. Cox Communications is spending \$3,757,763 to expand service to 2,923 locations in two towns: Congress and Black Canyon City. Altice USA (Suddenlink/Optimum) has been awarded \$12,614,582 for Mayer, the Beaver Creek area, Cornville and Paulden.

- g. 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, 2022 – Dr. Clint Ewell and Mr. Frank D'Angelo - **INFORMATION AND DISCUSSION** {Time: 15}

Recorded discussion and comments are available and begin at 04:40:15.

Mr. D'Angelo gave a presentation to the board on the CAFR and Independent Auditors' Reports. YC has 3 audits annually: the financial audit, the federal single audit, and the expenditure limitation audit. They're all done by the Auditor's General's Office. All audits went very well and there were no findings on any of them and no points of discussion. The AG's Office will be at YC in April to review the audits with the board, although there were no findings. This is pursuant to a state law where they have to report to the boards. The ACFR was submitted for the GFOA for the Certificate of Achievement for Excellence in Financial Reporting

award. This will be the 23rd year that the College receives that award. Mr. D'Angelo went over some ACFR Financial highlights including positive financial results by reviewing the Statement of Net Position (Balance Sheet), Statement of Revenues/Expenses/Changes in Net Position (Income Statement), and Statement of Cash Flows.

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

Regular Meeting adjourned at 3:45 p.m.

Respectfully submitted:

Deanne K. Petty, Recording Secretary

Date

Ms. Deb McCasland, Board Chair

Mr. Chris Kuknyo, Secretary

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

For the Seven Months Ended January 31, 2023

District Governing Board

Fiscal Year 2022-23 Budget:

\$ 258,100

	<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	\$ 34,536	\$ 34,034	\$ 68,570
Association of Community College Trustees	Membership & Conference Fees	5,500	-	5,500
ACCT Leadership Congress (NYC)	Travel	15,937	-	15,937
Deborah McCasland	Travel	191	-	191
HHS	Catering	1,184	-	1,184
Osborn Maledon PA	Legal Counsel	24,140	19,630	43,770
Supplies/Other	Various Vendors	627	-	627
YC Printing Services	Printing	248	-	248
				<u>136,027</u>
Remaining Budget - January 31, 2023				<u>\$ 122,073</u>

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2023 - 58.3% 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>		
REVENUES:											
Primary Property Taxes	\$ 24,522,232		\$ 24,522,232	\$ 42,164,600	58.2%	\$ 42,164,600	\$ -	\$ 23,849,917	2.8%		
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%		
Tuition and Fees	10,380,036		10,380,036	11,860,000	87.5%	11,230,000	(630,000)	9,858,790	5.3%		
Tuition and Fees - Contingency	-		-	(530,000)	0.0%	-	530,000	-	0.0%		
State Appropriation - Maintenance	225,300		225,300	300,400	75.0%	300,400	-	442,875	-49.1%		
State Appropriation - Rural Aid	2,086,650		2,086,650	1,843,400	113.2%	2,782,200	938,800	2,690,175	-22.4%		
YCF Contribution - Basketball Program	446,000		446,000	423,700	105.3%	446,000	22,300	-	0.0%		
Other Revenues	293,434		293,434	472,900	62.0%	472,900	-	204,089	43.8%		
Interest Income	145,385		145,385	70,000	0.0%	270,000	200,000	17,659	723.3%		
Fund Balance Applied to Budget	1,007,417		1,007,417	1,727,000	58.3%	1,727,000	-	-	100.0%		
General Fund Transfer In/(Out)	(2,218,825)		(2,218,825)	(3,803,700)	58.3%	(3,803,700)	-	(1,971,317)	12.6%		
TOTAL REVENUES	36,887,629		36,887,629	54,378,300	67.8%	55,439,400	1,061,100	35,092,188	5.1%		
		<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>
EXPENDITURES (Note 1):											
Instruction		\$ 10,882,974	\$ 4,307,692	\$ 4,244,690	\$ 10,945,976	\$ 20,751,600	52.7%	\$ 20,481,829	\$ (269,735)	\$ 10,150,112	7.2%
Academic Support		2,808,225	1,322,141	1,312,033	2,818,333	5,065,600	55.6%	5,065,600	-	2,788,278	0.7%
Institutional Support		7,086,107	3,432,274	3,062,744	7,455,637	11,083,400	67.3%	11,039,066	-	6,467,509	9.6%
Student Services		4,835,216	2,458,684	2,416,854	4,877,046	9,222,800	52.9%	9,075,235	(147,565)	3,821,492	26.5%
Operation/Maintenance of Plant		4,037,590	1,940,298	1,664,667	4,313,221	6,832,500	63.1%	6,832,500	-	3,386,864	19.2%
Scholarships		1,117,523	-	-	1,117,523	1,409,900	79.3%	1,409,900	-	1,180,773	-5.4%
Public Service		4,286	-	-	4,286	12,500	34.3%	12,500	-	570,226	-99.2%
TOTAL EXPENDITURES		30,771,921	13,461,089	12,700,988	31,532,022	54,378,300	58.0%	53,916,631	(417,300)	28,365,254	8.5%
SURPLUS/(DEFICIT)					\$ 5,355,607	\$ -					

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 113.2% 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 3rd quarter allotment of this appropriation, as well as the College's recurring appropriation, was received in January. 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.).

Scholarships at 79.3% of budget due to spring 2023 financial aid awards being made. This will even out over the next few months.

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 \$5,355,607.

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 Seven Months Ended January 31, 2023 - 58.3% of the Fiscal Year Complete

Fiscal Year 2022-2023

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>	
Salaries	\$ 17,702,707	\$ 16,273,195	8.8%	1
Benefits	5,429,411	5,230,549	3.8%	2
Supplies	1,722,097	1,522,312	13.1%	3
Contractual Services and Other	3,195,033	2,818,918	13.3%	4
Utilities & Communications	977,535	889,838	9.9%	
Travel, Conferences & Memberships	627,615	449,669	39.6%	5
Scholarships	1,117,523	1,180,773	-5.4%	6
	<u>\$ 30,771,921</u>	<u>\$ 28,365,254</u>	8.5%	

- 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 Seven Months Ended January 31, 2023 - 58.3% 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>
REVENUES:					
Federal Grants and Contracts	\$ 6,619,286		\$ 6,619,286	\$ 11,060,000	59.8%
State Grants and Contracts	214,624		214,624	410,000	52.3%
Private Gifts, Grants and Contracts	676,305		676,305	1,367,000	49.5%
Proposition 301 Workforce Development	794,540		794,540	1,250,000	63.6%
Proposition 207 Workforce Development	1,144,653		1,144,653	2,000,000	57.2%
State Appropriation - STEM Workforce	458,325		458,325	611,100	75.0%
Fund Balance Applied to Budget	1,020,833		1,020,833	1,750,000	58.3%
TOTAL REVENUES	<u>10,928,566</u>		<u>10,928,566</u>	<u>18,448,100</u>	<u>59.2%</u>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>
EXPENDITURES (Note 1):						
Instruction	\$ 1,094,073	\$ 1,212,169	\$ 425,567	\$ 1,880,675	\$ 6,216,700	30.3%
Academic Support	3,028	-	-	3,028	400,000	0.8%
Institutional Support	-	-	-	-	400,000	0.0%
Student Services	797,782	241,576	241,576	797,782	1,546,500	51.6%
Operation/Maintenance of Plant	16,722	-	-	16,722	107,400	15.6%
Scholarships	6,163,321	-	-	6,163,321	8,215,500	75.0%
Public Service	835,380	560,804	449,862	946,322	1,562,000	60.6%
TOTAL EXPENDITURES	<u>8,910,306</u>	<u>2,014,549</u>	<u>1,117,005</u>	<u>9,807,850</u>	<u>18,448,100</u>	<u>53.2%</u>
SURPLUS/(DEFICIT)				<u>\$ 1,120,716</u>		

COMMENTS:

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

Third quarter STEM Workforce appropriation was received in January 2023.

Scholarships at 75% of budget due to spring 2023 financial aid awards being made. This will even out over the next few months.

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, 2023 - 58.3% of the Fiscal Year Complete

Fiscal Year 2022-2023

AUXILIARY FUND

	Budgeted Revenues	Budgeted Expenses	Budgeted Surplus/ (Deficit)	Actual Revenues	Actual Expenditures and Non-Labor Encumbrances	Year-to-date Surplus/ (Deficit)
AUXILIARY ENTERPRISES						
Residence Halls and Summer Conferences	\$ 1,282,000	\$ 502,600	\$ 779,400	\$ 1,213,655	\$ 251,079	962,576
Transfer To Debt Fund to Pay Revenue Bonds	(404,500)	-	(404,500)	(235,958)	-	(235,958)
Subtotal - Residence Halls and Summer Conferences	877,500	502,600	374,900	977,697	251,079	726,618
Bookstore Rental and Commissions	75,000	-	75,000	42,745	-	42,745
Food Service & Vending	165,000	192,000	(27,000)	93,615	103,146	(9,531)
Edventures	340,000	349,800	(9,800)	35,484	42,003	(6,519)
Winery - Tasting Room	275,000	342,200	(67,200)	177,269	188,318	(11,049)
Family Enrichment Center	727,900	915,200	(187,300)	360,310	572,483	(212,173)
Community Events	767,400	1,047,000	(279,600)	439,433	712,114	(272,681)
Performing Arts Productions	215,000	221,000	(6,000)	432,832	359,038	73,794
SBDC (Federal Grant Match Requirement)	-	110,100	(110,100)	-	61,543	(61,543)
Yavapai College Foundation	458,100	458,100	-	248,282	248,282	-
Other Auxiliary Enterprises	190,600	136,100	54,500	119,188	140,584	(21,396)
General Fund Transfer In	1,451,600	-	1,451,600	846,767	-	846,767
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,169,000	(1,169,000)	-	681,917	(681,917)
	\$ 5,543,100	\$ 5,543,100	\$ -	\$ 3,773,622	\$ 3,360,507	\$ 413,115

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 \$413,115.

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, 2023 - 58.3% 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>
REVENUES:					
Investment Income	\$ 718		\$ 718	\$ -	100.0%
General Fund Transfer In	497,058		497,058	852,100	58.3%
Auxiliary Fund Transfer In	235,958		235,958	404,500	58.3%
Fund Balance Applied to Budget	2,000		2,000	1,500	133.3%
TOTAL REVENUES	735,734		735,734	1,258,100	58.5%

		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<u>DEBT SERVICE FUND</u>							
EXPENDITURES (Note 1):							
Revenue Refunding Bonds - 2021							
Principal Payments		\$ -	\$ 481,250	\$ -	\$ 481,250	\$ 825,000	58.3%
Interest Payments		13,563	2,245	-	15,808	27,100	58.3%
Revenue Bonds - 2013							
Principal Payments		-	204,167	-	204,167	350,000	58.3%
Interest Payments		27,129	4,663	-	31,792	54,500	58.3%
Bank Fees		2,150	-	-	2,150	1,500	143.3%
TOTAL EXPENDITURES		42,842	692,325	-	735,167	1,258,100	58.4%
SURPLUS/(DEFICIT)					\$ 567	\$ -	

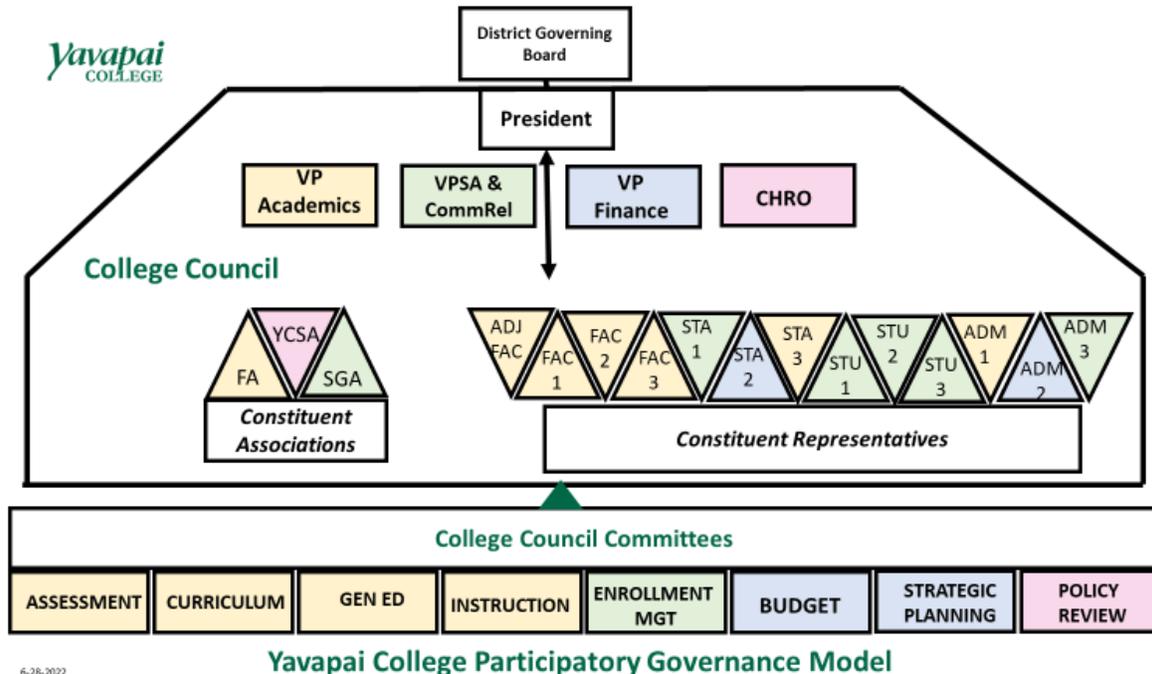
COMMENTS:

Through the seventh month, 58.4% of budget has been committed compared to 58.5% of revenues received.

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

Annual Report on All-College Council

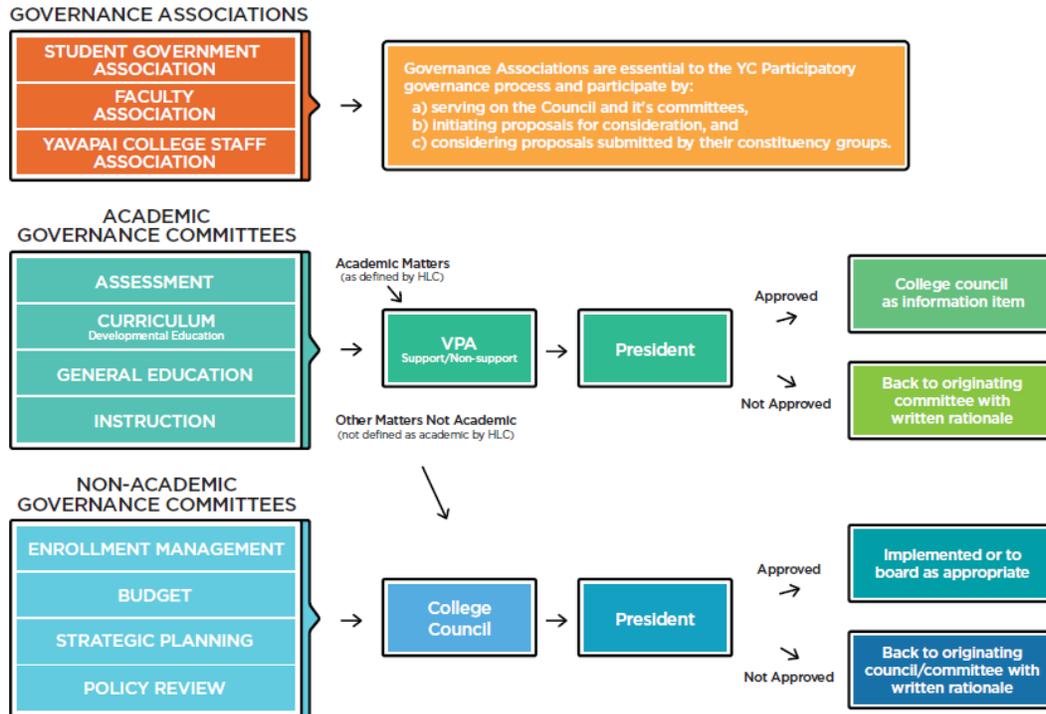
In November of 2021, the Yavapai College (YC) District Governing Board passed a resolution directing the President to form and operationalize an effective participatory governance model that complied with ARS 15-4444 (A)(7) and met Higher Learning Commission’s (HLC) requirements. The Participatory Governance Model represented herein was developed in response to this Board directive and is the result of a collaborative and inclusive process in which representatives of all constituency groups of the college participated.



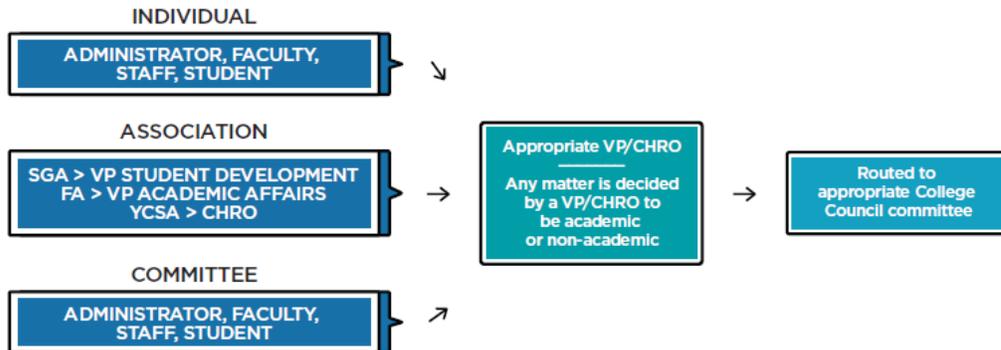
6-28-2022

YC Operational Policy 10.11 was established as was YC’s Governance vs. Operational Decisions Document. These documents describe the College Council and its committees which include representation from students, faculty, staff, and administration. Representatives on the College Council and its standing governance committees have the responsibility to share information from their council/committee with their constituency groups and bring input from the constituency groups back to the council/committee. YC Operational Procedure 10.11.01 was created describing the procedures that College Council follows. Participatory governance decisions are made using the adopted “Guiding Principles for Strategic Decision Making.” YC recognizes that some college decisions are operational and thus do not go through the participatory governance process. In addition, YC recognizes that those decisions that do go through the participatory governance process are considered to be either academic or non-academic. When considering the four academic matters defined by HLC, academic primacy is ensured in several ways, as indicated in YC’s “Statement on Academic Matters & Primacy.” YC’s governance structure includes a process for individuals, associations, or committees to submit a proposal to have an academic or non-academic item considered by the President or the College Council. This process begins with the submission of the College Council 2.0 Proposal Submission Form. To ensure continuous quality improvement of YC’s governance process, an annual evaluation is conducted and resulting recommendations are considered by the College Council and, if appropriate, forwarded to the College President for final approval.

Yavapai College Participatory Governance DECISION-MAKING DIAGRAM



YC Participatory Governance PROPOSAL SUBMISSION PROCESS DIAGRAM



College Council met monthly on the following dates:

January 14, 2022	May 6, 2022	September 9, 2022	January 13, 2023
February 11, 2022	June 2, 2022	October 14, 2022	February 10, 2023
March 4, 2022	July 7, 2022	November 4, 2022	March 10, 2023
April 8, 2022	August 12, 2022	December 2, 2022	

The Council **discussed, and where appropriate, took action** on the following items:

College Council Membership	College Council Matrix Creation Process
Agreement on Engagement	College Council Assessment Process
College Council Proposal Submission Form	Governance Training
Fast Track 2022 Schedule	Performance Review Rating Scale
College Council Committee Presentation 2022 Schedule	Yavapai College Council Guiding Principles for Decision Making
Participatory Governance Process/Procedures	College Council Membership & Terms
Academic Matters and Primacy	College Council Training Badges
Demonstration of College Council 2.0 Proposal Submission Form in Dynamic	Assessment Instrument
College Council Membership Elections	2024-2025 Academic Calendar
Spring 2023 College Council Proposed Meeting and Fast Track Schedule	Draft College Council Election Forms

The following **informational reports** were delivered to the Council:

Role of College Council Members and Importance of Communication	Policy Development & Review Cycle
Getting Items on the College Council Agenda	Governance vs. Operation
Primacy vs. Higher Learning Commission Oversight	Yavapai College Budget Assumptions FY24
Role of College Council Members and Importance of Communication	Midlevel Management Meeting
Communication from Council Representatives to Constituents	Assessment Survey Data Report Presentation
Gainsharing	Renaming the BAS of Business to BS in Business
Draft College Budget	Yavapai College Baccalaureate Degrees Bachelors of Science in Business & Bachelors of Science in Nursing

College Council Committee Reports to Council

College Council Committee	Presentation Update to College Council
Strategic Planning Committee	Thursday, June 2, 2022
Budget Committee	Thursday, July 7, 2022
Policy Review Committee	Friday, August 12, 2022
Instructional Committee	Friday, September 9, 2022
Assessment Committee	Friday, October 14, 2022
Student Enrollment Management Committee	Friday, November 4, 2022
Curriculum Committee	Friday, December 2, 2022
General Education Committee	Friday, April 14, 2023

Yavapai College Operational Policies

Operational Policy	Policy Committee Recommendation Addition/Sunset/Revision
Policy 2.29 Recruitment and Selection	Sunset on February 11, 2022
Policy 4.70 Processing Complaints	Sunset on February 11, 2022
Policy 10.15 Policy Development Operational Policies	Established as interim policy on May 6, 2022
Policy 3.13 Internships and Service Learning	Sunset on April 8, 2022
Policy 1.2.1 Participatory Governance Policy	Established as interim policy on May 6, 2022
Policy 3.28: Award of Credit Hour	Revised on May 6, 2022
Policy 6.07 Weekly Summer Camp Operations	Sunset on July 7, 2022
Policy 6.20 Identification Cards	Sunset on July 7, 2022

Curriculum

Program	Submitted to Curriculum Committee for Addition/Sunset	Curriculum Committee Recommendation	President Decision
Paralegal Studies Certificate	Sunset	Sunset	Upheld
Automated Industrial Technology Certificate	Addition	Addition	Upheld
Windows Server Administrator Certificate	Sunset	Sunset	Upheld
Industry Machine Mechanic Certificate	Sunset	Sunset	Upheld
Hydro Utility Tech Certificate	Sunset	Sunset	Upheld
Mechanic Assistant Certificate	Sunset	Sunset	Upheld
Machine Fabrication Tech Certificate	Sunset	Sunset	Upheld
Advanced Electronics Certificate	Sunset	Sunset	Upheld
Integrated Systems Engineering Technician Certificate	Sunset	Sunset	Upheld
Associate of Applied Science in Early Childhood Education	Sunset	Continuation	Overtaken
Bachelor of Science in Business – Accounting Concentration	Addition	Addition	Upheld
Bachelor of Science in Business – Entrepreneurship Concentration	Addition	Addition	Upheld
Automated Industrial Technology Certificate	Addition	Addition	Upheld
Licensed Practical Nurse (LPN) Certificate	Addition	Addition	Upheld
Community Health/Critical Care Paramedic Certificate	Addition	Addition	Upheld

College Council Assessment

Dr's. DiThomas (ACCT Governance Consultant) and Hughes (YC Institutional Research) created a survey instrument that was reviewed and approved by the College Council. The purpose of the survey was to identify a) participatory governance processes' strengths and weaknesses and; b) recommendations for changes to improve existing structures and processes. The survey was open from 9/19/22 to 10/11/22. The survey had two sets of questions: Questions 1 – 7 & 26 were designed to be answered by all College employees and Questions 8 – 25 were specific to the College Council and College Committees.

The College Council is in its first year of operation. The survey results indicated that awareness of the Council and communication about the Council could be improved. Therefore, a comprehensive website was created which includes all agendas, minutes, council documents, policy, processes and procedures of the council and college membership. In order to gain widespread awareness and improve communication, the president, in her monthly video communications to the college now first reports on the work of the College Council that month and directs faculty and staff to the website and to their constituent representative for more information.

[Council's Key Documents](#)

[Membership - Appointments & Terms](#)

[Agenda & Minutes](#)

[Committees](#)

[College Council Schedule](#)

[College Council 2.0 Report](#)

[College Council 2.0 Submission Form](#)

[Participatory Governance Policy & Procedure](#)

[College Council 1.0](#)

[Related Links and Information](#)

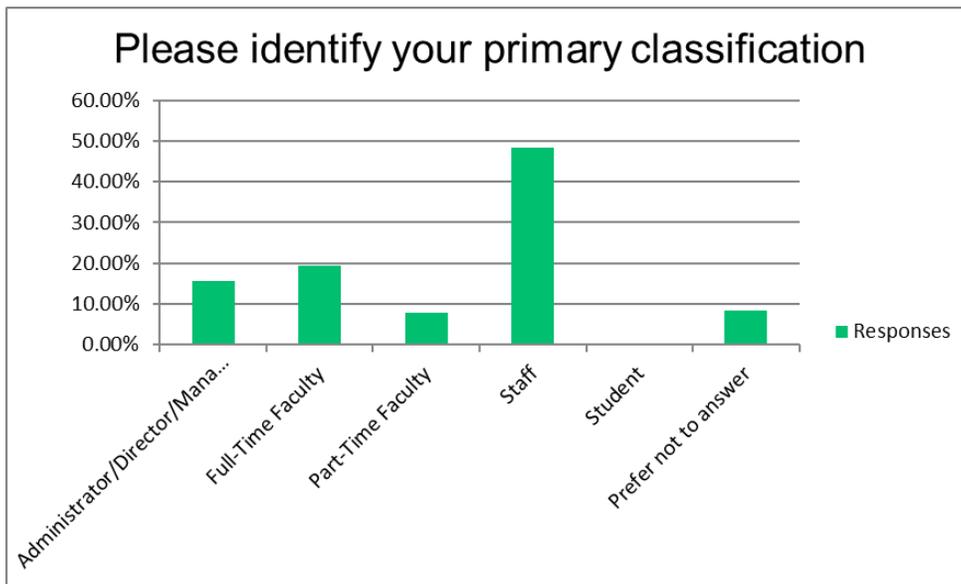
[Message from Dr. Rhine: April 26, 2021 pdf](#)

YC  **PARTICIPATORY GOVERNANCE**

Survey Results

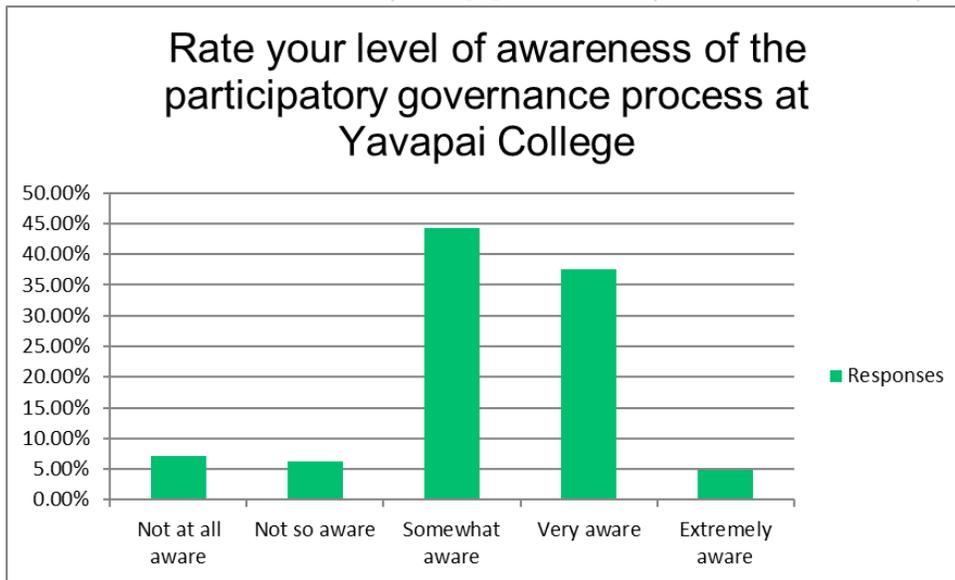
Survey Respondent Demographics

Please identify your primary classification		
Answer Choices	Responses	
Administrator/Director/Manager	15.67%	34
Full-Time Faculty	19.35%	42
Part-Time Faculty	7.83%	17
Staff	48.39%	105
Student	0.46%	1
Prefer not to answer	8.29%	18
	Answered	217
	Skipped	1



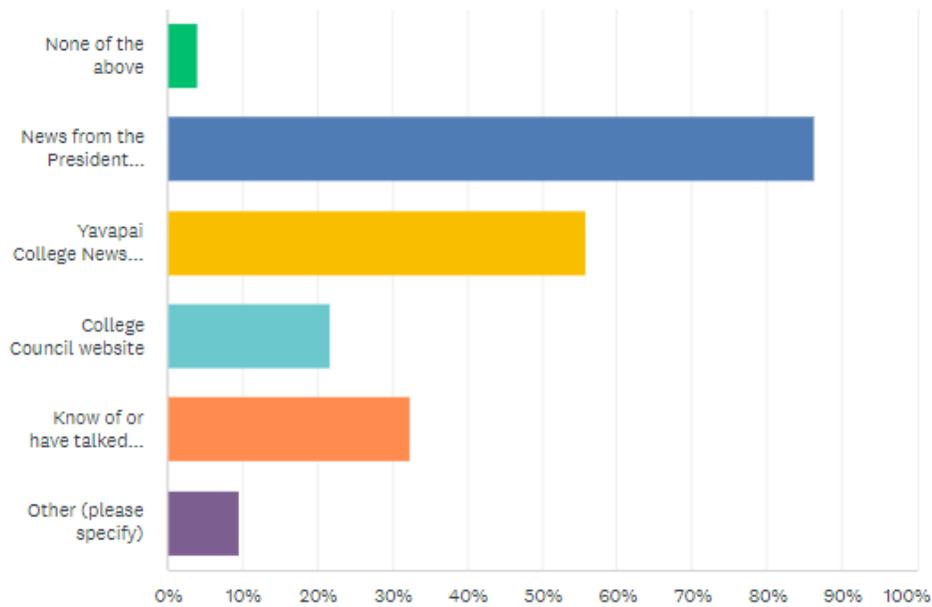
Awareness of Participatory Governance

Answer Choices	Responses	
Not at all aware	7.21%	15
Not so aware	6.25%	13
Somewhat aware	44.23%	92
Very aware	37.50%	78
Extremely aware	4.81%	10
	Answered	208
	Skipped	10



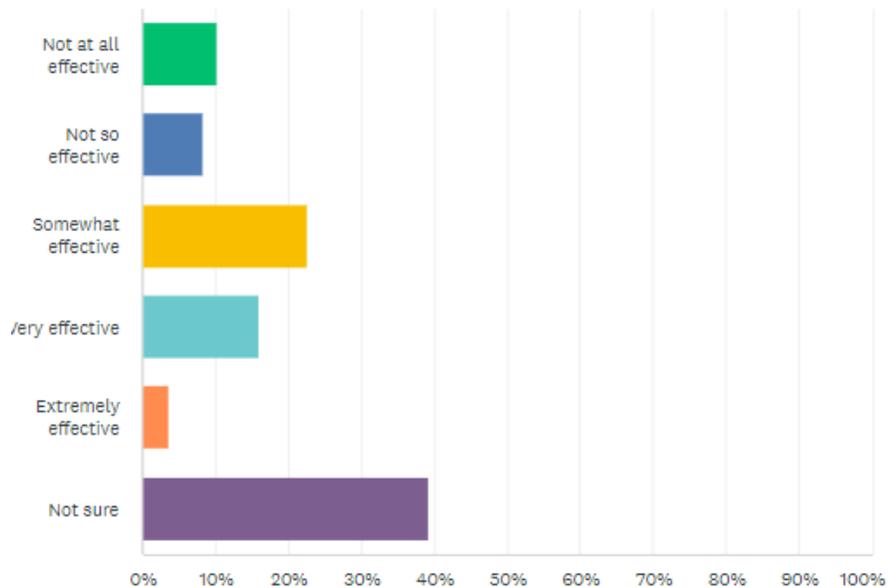
Where have you seen information about Participatory Governance or the College Council

Answer Choices	Responses	
None of the above	4.06%	8
News from the President emails	86.29%	170
Yavapai College News emails	55.84%	110
College Council website	21.83%	43
Know of or have talked with a College Council representative	32.49%	64
Other (please specify)	9.64%	19
	Answered	197
	Skipped	21



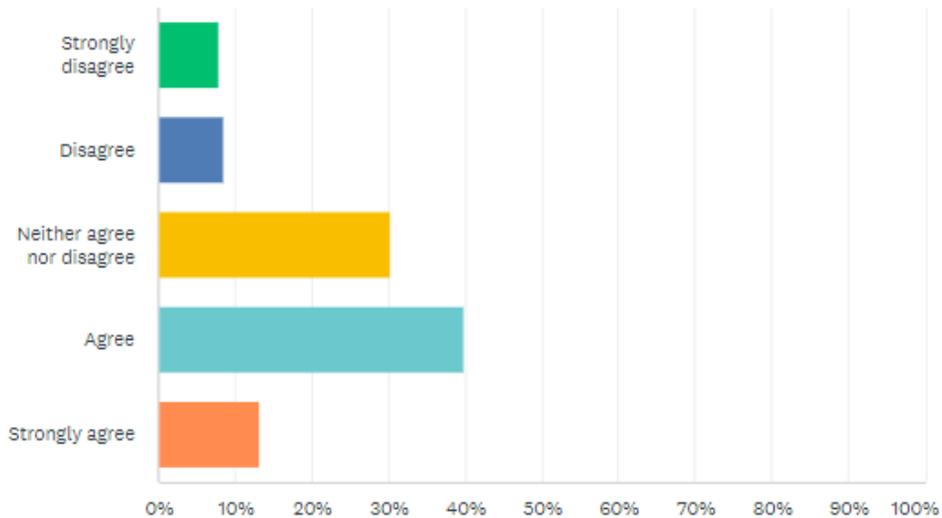
How effective is the current governance structure?

Answer Choices	Responses	
Not at all effective	10.31%	20
Not so effective	8.25%	16
Somewhat effective	22.68%	44
Very effective	15.98%	31
Extremely effective	3.61%	7
Not sure	39.18%	76
	Answered	194
	Skipped	24



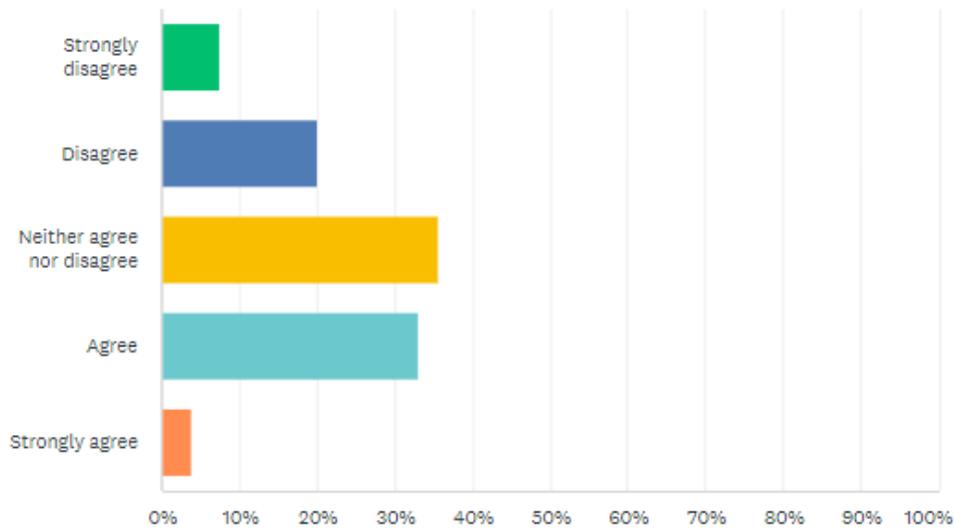
The Participatory Governance Process offers opportunity for input from all constituency groups

Answer Choices	Responses	
Strongly disagree	7.98%	15
Disagree	8.51%	16
Neither agree nor disagree	30.32%	57
Agree	39.89%	75
Strongly agree	13.30%	25
	Answered	188
	Skipped	30



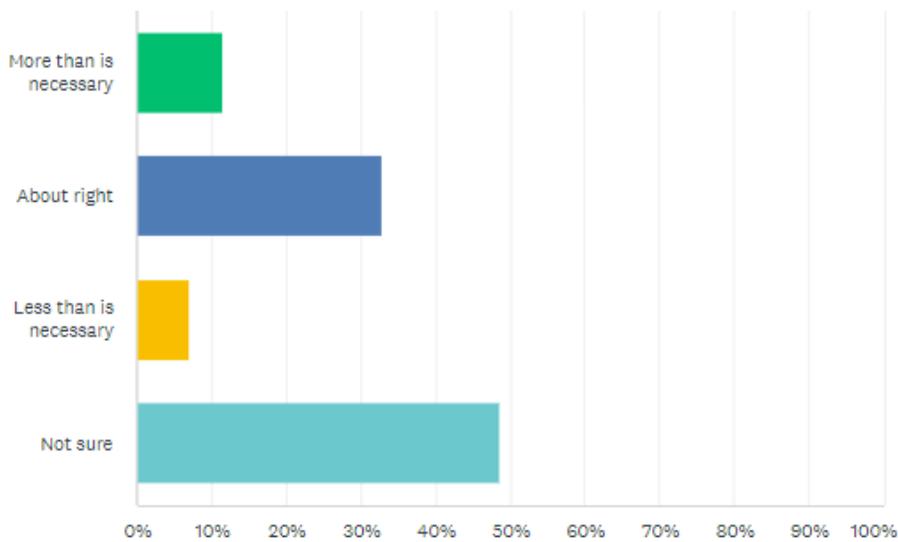
College Council actions are communicated well to the college community

Answer Choices	Responses	
Strongly disagree	7.57%	14
Disagree	20.00%	37
Neither agree nor disagree	35.68%	66
Agree	32.97%	61
Strongly agree	3.78%	7
	Answered	185
	Skipped	33



How would you describe the number of current council committees?

Answer Choices	Responses	
More than is necessary	11.48%	21
About right	32.79%	60
Less than is necessary	7.10%	13
Not sure	48.63%	89
	Answered	183
	Skipped	35



YAVAPAI COLLEGE DISTRICT GOVERNING BOARD

RESOLUTION 2023-11

A RESOLUTION OF THE DISTRICT GOVERNING BOARD, YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT, ARIZONA, PROVIDING FOR THE ACCUMULATION OF FUNDS FOR THE PURPOSE OF PURCHASING LAND, BUILDINGS OR IMPROVEMENTS OR CONSTRUCTING BUILDINGS OR IMPROVEMENTS.

The Yavapai County Community College District Governing Board judged that establishing an accumulation account restricted for the purpose of purchasing land, buildings or improvements or constructing buildings or improvements will enhance the educational mission of the District.

WHEREAS, the Arizona Constitution, Article IX, Section 21, allows a Community College District to accumulate amounts for the purpose of purchasing land, buildings or improvements or constructing buildings or improvements.

WHEREAS, the Arizona Constitution, Article IX, Section 21, allows the amounts accumulated for the purpose of purchasing land, buildings or improvements or constructing buildings or improvements to qualify as exclusion to the state-imposed expenditure limitation calculation in future fiscal years.

WHEREAS, the District Governing Board has the authority to establish annual budgets and allocate resources:

NOW, THEREFORE, BE IT RESOLVED by the Yavapai College District Governing Board that a contribution in the amount of \$7,000,000 be deposited into the Capital Accumulation account to fund the five-year deferred maintenance and capital improvement plans. The contribution amount is comprised of Plant fund monies accumulated for the purpose of completing preventative maintenance and Capital Improvement Projects (CIP) as budgeted by the District.

PASSED, APPROVED and ADOPTED by the District Governing Board of the Yavapai County Community College District this 21st day of March, 2023.

Mrs. Deb McCasland, Board Chair

ATTEST:

Mr. Chris Kuknyo, Board Secretary

Yavapai College

Academic Affairs

Date: February 28, 2023
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 approval of the deletion of the 3D Modeling and Animation certificate and the Microsoft Office Specialist certificate. I further recommend approval of a Bachelor of Science in Nursing degree.

Overview of Program Deletions

3D Modeling and Animation Certificate

This certificate is being deleted due to low enrollment. Only 3 students are currently in the program (down from 8 in Spring 2022). The certificate has 6 credit hours (two courses) and is not eligible for federal financial aid. Of the two courses, one is exclusively offered in this program, and it is being considered by the department to be added to the Video Game Development certificate as an option.

Microsoft Office Specialist Certificate

This certificate has low-enrollment per the lead faculty, and has continued class cancellation as a result. Additionally, the program content and learning outcomes are outdated. The courses will be offered in Fall 2023 and Spring 2024 to accommodate students needing to complete the certificate.

Overview of New Program

Bachelor of Science in Nursing (BSN)

The BSN at Yavapai College is designed to prepare nurses to meet the health care needs of the Yavapai County community and beyond. The Institute of Medicine recommends: Nurses should practice to the full extent of their education and training. Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression. Literature review deems Baccalaureate Nurses improve patient outcomes.

Summary of Program Deletion Proposal for
3-D Modeling and Animation Certificate

The 3-D Modeling and Animation certificate prepares students to design and develop models and animations for use in video games and animated films. Prepares students for the Autodesk Maya Certification.

Credits: 6

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)

Summary of teach-out plan:

Communication to students in the program is being developed and will be sent out if approved for deletion.

VG 151 (3 credits) is also, and will remain, a requirement in the Video Game Developer Certificate.

VG 251 (3 credits), the only course exclusive to this program, has historically low enrollment. Following research as to the need, it may be added as an option to the Video Game Developer Certificate.

President

Name: _____

Lu B. Pluvie

Date: _____

3.6.23

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

Approved Not Approved

Approved/Change Noted: _____

Summary of Program Deletion Proposal for
Microsoft Office Specialist Certificate

The Microsoft Office Specialist certificate prepares students for productive work in an office setting, utilizing Microsoft Office software such as Microsoft Word (word processing), Excel (spreadsheets), PowerPoint (presentations), Access (database) and Outlook (personal information manager). Upon completion the student should be ready to attempt the Microsoft Office certification tests, which are highly regarded by employers in the business community.

Credits: 11

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)

Summary of teach-out plan:

Proposed teach-out plan:

Fall 2023

POT81: CSA125, CSA138

POT82: CSA140

Spring 2024

POT81: CSA139, CSA142

POT82: CSA172

President

Name: _____

Lucy J. Rhone

Date: _____

3.6.23

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

Approved Not Approved

Approved/Change Noted: _____

Summary of **New** Program Proposal for

Bachelor of Science in Nursing

The Bachelor of Science degree in Nursing (BSN) prepares nurse leaders by building on prior knowledge and experience to address the health care needs of the community. The BSN degree requires completion of a minimum of 120 credits.

Admission to the program requires successful completion of an associate degree nursing program at a regionally accredited institution validated by transcript(s) and possession of an active, unencumbered RN license. If students complete MGT 201, MGT 202, and MGT 203, they will earn an additional certificate in Strategic Leadership. RN-BSN courses are online and include two service-learning projects.

Note: There are special admission requirements for the RN-BSN degree. Additional information and an application packet are available online at www.yc.edu/nursing. **Note:** There are special admission requirements for the RN-BSN degree. Additional information and an application packet are available online at www.yc.edu/nursing

Credits: 120

General Education Requirements (31 credits)

- English Composition Credits: 6
 - Mathematics / Quantitative Literacy Credits: 6 – Including 3 credits of statistics (MAT 167, SOC/PSY230 or similar)
 - Physical and Biological Sciences Credits: 16
 - Arts and Humanities OR Social and Behavioral Sciences Credits: 3
- Recommended: PHI 204 OR PSY 101

Credit for Prior Nursing Degree and RN Licensure (40.5 credits)

Sequence of nursing theory, skills, and clinical courses culminating in an accredited nursing degree.

Program Electives (18 credits)

Approved Electives

- All electives need to be 100-level or above. Students are encouraged to see an academic advisor to assist with selecting the most appropriate courses.
- THR, DAN, PHE, and REC are limited to a total of 4 activity-based credits hours

The following courses are STRONGLY RECOMMENDED:

- MGT 201 Leadership Essentials (3 credits)
- MGT 202 Strategic Leadership (3 credits)
- MGT 203 Organizational Leadership (3 credits)
- MGT 233 Business Communication (3 credits)

(Students who successfully complete MGT 201, 202, and 203 earn a certificate in Strategic Leadership.)

Program Requirements (30.5 credits)

NSG 310 Transition and Concepts of Professional Nursing
NSG 320 Nursing Practice in a Multicultural Society
NSG 330 Advanced Assessment and Health Promotion
NSG 340 Nursing Informatics
NSG 350 Nursing Research and Evidence Translation
NSG 410 Issues in Professional Practice
NSG 420 Population Based Nursing in the Community
NSG 430 Aging and End of Life
NSG 440 Global Health: Ethics and Human Rights
NSG 450 Nursing Leadership

Program Outcomes

Program Outcomes

1. Utilize critical thinking and clinical judgment to plan and implement culturally appropriate, patient-centered care to promote health and prevent disease and injury for diverse populations. (Patient-Centered Care)
2. Demonstrate leadership skills that integrate an understanding of organizational systems and the internal and external forces impacting decision making. (Teamwork and Collaboration)
3. Engage in evidence-based practice as a means of enhancing the quality and safety of client care. (Evidence-Based Practice)
4. Analyze opportunities to gather and use evidence to improve patient care practices and process for quality outcomes. (Quality Improvement)
5. Develop collaborative relationships both inter- and intra-professionally that enable the nurse to effectively advocate for safe, quality outcomes clients, the nursing profession, and the health care system. (Safety)
6. Use information technologies to improve outcomes and the environments in which nursing practice occurs. (Informatics)
7. Model professionalism based on personal values, ethical principles, and the nursing profession's values and standards. (Professionalism)

President

Signature: _____

L. P. Rhine

Date: _____

3-6-23

Approved Not Approved

Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____

Date: _____

Approved/Change Noted: _____