

Yavapai College
District Governing Board
Budget Workshop and Regular Meeting

Tuesday, February 24th, 2026
Virtually Only
9:00 a.m.

The YouTube channel will be open to the public at **8:45 a.m.** at the latest.

Livestream Link:

<https://www.youtube.com/user/YavapaiCollege>

Pursuant to Arizona Revised Statutes (A.R.S.) §38-431.02, notice is hereby given to the members of the Yavapai College District Governing Board and to the general public that the Board will hold a public meeting, open to the public as specified below. The Board reserves the right to change the order of items on the agenda. One or more members of the Board may participate in the meeting by telephonic communication.

Pursuant to A.R.S. §38-431.03.A.2, A.3 and A.4, the Board may vote to go into Executive Session, which will not be open to the public, for legal advice concerning any item on the agenda to review, discuss and consider records exempt by law from public inspection, including the receipt and discussion of information or testimony that is specifically required to be maintained as confidential by state or federal law; or to consult with and instruct its attorneys regarding its position on contracts, litigation or settlement discussions. If indicated on the agenda, the Board may also vote to go into executive session, which will not be open to the public, to discuss specific agenda items.

Persons with a disability may request reasonable accommodation, such as a sign language interpreter or closed captions, 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.

If the agenda includes an Open Call, members of the public will have no more than 3 minutes to speak. The time allotted for each speaker may be less than 3 minutes, depending on the number of individuals wishing to address the board at the meeting and the board president's determination of the total time available for open call at the meeting, given the other matters on the board's agenda. *In addition, if there are a number of people who wish to speak about the same issue and who have the same viewpoint about that issue, the board president may direct them to appoint a representative or representatives to speak for the entire group. Members of the board may not discuss items that are not specifically identified on the agenda but that are raised in Open Call. Matters raised during Open Call that are on the current board agenda may be discussed and/or decided by the board at the appropriate time on the agenda.

Yavapai College District Governing Board operates as a policy governance Board. This means that the Board makes all the policy decisions, adopts an annual budget, and hires the college president. The college president oversees daily operations and supervises college employees.

AGENDA

1. General Functions: Procedural
 - a. Call to Order
 - b. Pledge of Allegiance {Time: 1}
 - c. Board Meeting Procedure –Board Chair Deb McCasland– **INFORMATION** - {Time: 5}
2. Study Session
 - a. Yavapai College District Governing Board Member Duties and Responsibilities – Board Chair McCasland – **INFORMATION AND DISCUSSION** {Time: 30}
 - b. 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} *(Attached)*
 - c. High-Tech Sector Impact on Arizona Economy – Mr. Vincent Redgrave, Executive Director of Economic Development and Mr. John Morgan, Dean of Skilled Trades and Workforce Development – **INFORMATION AND DISCUSSION** {Time: 15} *(Attached)*
 - d. Yavapai College Strategic Plan Initiatives and Process- Dr. Rhine, President, Dr. Lauri Dreher, Associate Dean of Articulation and Transfer, and Ms. Ivonne Zuniga, Director of Strategic Initiatives and Special Projects – **INFORMATION AND DISCUSSION** – {Time: 60} *(Attached)*
 - e. Yavapai College Finances – Dr. Clint Ewell, Chief Operating Officer - **INFORMATION AND DISCUSSION** {Time: 60} *(Attached)*

LUNCH

Yavapai College District Governing Board operates as a policy governance Board. This means that the Board makes all the policy decisions, adopts an annual budget, and hires the college president. The college president oversees daily operations and supervises college employees.

- f. President's Report – Dr. Lisa Rhine, President – **INFORMATION** – {Time: 60}
 - i. College Council – Dr. Douglas Berry, Dr. Marylou Mercado and Dr. Janet Nix.
 - 1. Faculty Senate – Dr. Heather Leavitt, Faculty Senate President
(*Attached*)
 - 2. Staff Association – Ms. Heather Knowls, Staff Association President
(*Attached*)
 - 3. Student Government Association – Ms. Talia Yazzie, Student Government President - (*Attached*)
 - ii. 2025-2026 Yavapai College Continuous Status Faculty Presentation – Dr. Douglas Berry, Provost and Vice President of Student Affairs and Dr. Marylou Mercado, Vice President of Workforce and Health Sciences
(*Attached*)
 - iii. Budget to Actual Monthly Reports and Cash Reserves Monthly Reports – January 2026 (*Attached*)
3. Board Business
- a. Delegation of Authority to College President and/or Executive Assistant to the President and District Governing Board to accept the service of process pursuant to Arizona Rule of Civil Procedure 4.1(h) –Atty. Lynne Adams – Board Attorney - **INFORMATION, DISCUSSION, AND DECISION** {Time: 10}
 - b. Yavapai College District Governing Policies – Board Chair McCasland – **INFORMATION, DISCUSSION, AND DECISION** {Time: 20}
 - i. Proposed Changes to Policy 308 Board Planning and Agenda
 - ii. Proposed Changes to Policy 310 Code of Conduct and Ethics
 - c. Consent Agenda – **DECISION** {Time: 15}
 - i. Board Regular Meeting Minutes January 14th, 2026 (*Attached*)
 - ii. Board Executive Session Confidential Minutes January 14th, 2026
 - iii. Yavapai College Full-Time Sabbatical for Brandelyn Andres (*Attached*)
 - iv. Yavapai College Full-Time Sabbatical for Robert Smith (*Attached*)
 - v. Receipt of Reports on Revenues and Expenditures for January 2026
(*Attached*)
4. Adjournment of Board Budget Workshop and Regular Meeting: Procedural – **DECISION** {Time: 1}

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Arizona's Economy: Current Performance and Outlook

George Hammond

Research Professor
Economic and Business Research Center
Eller College of Management
The University of Arizona
ghammond@arizona.edu

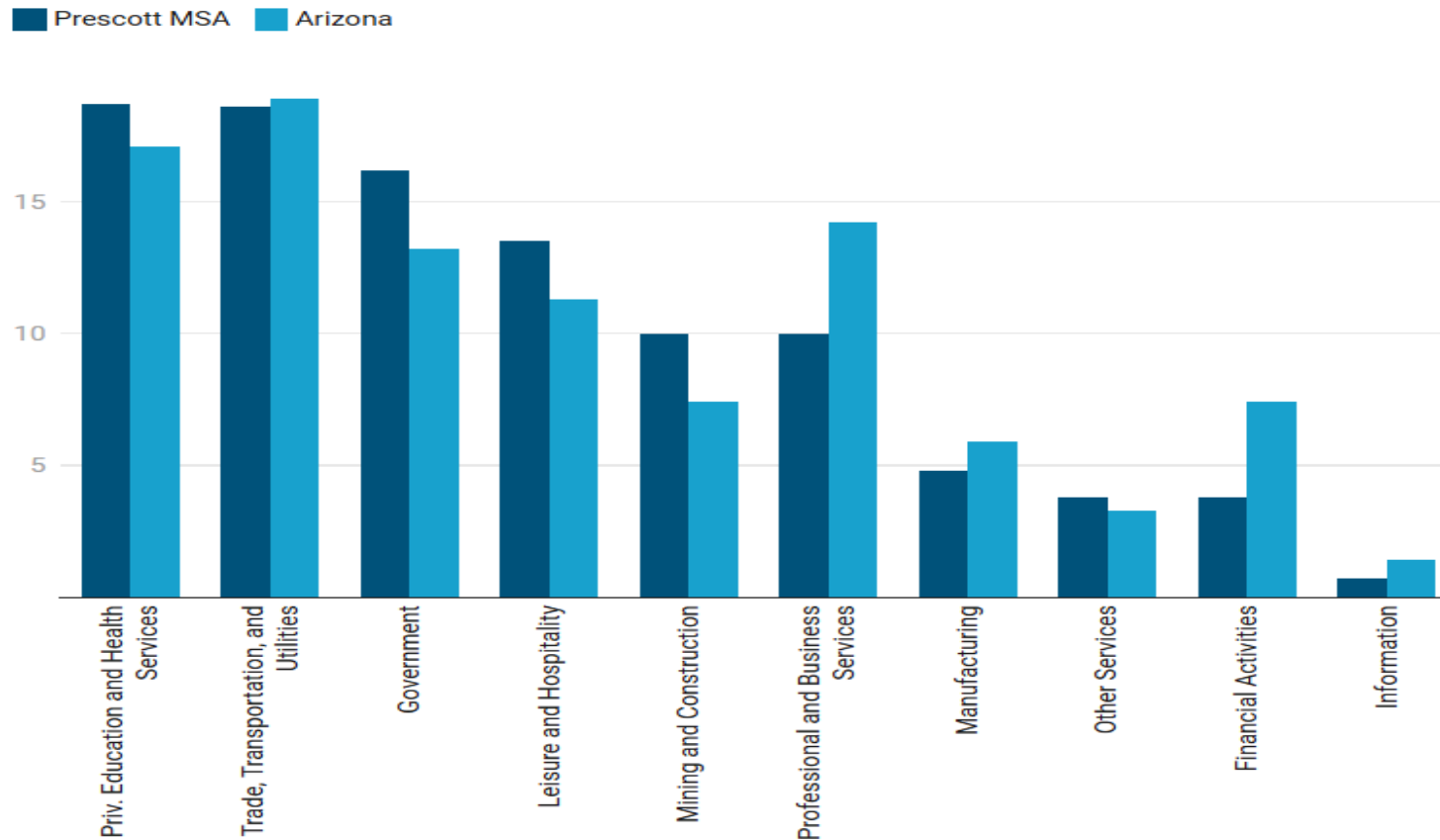
Yavapai College
February 24, 2026

Key Topics

- ▶ **Arizona job growth has significantly slowed**
 - ▶ Driven by sharply lower hiring and modestly elevated layoffs
 - ▶ Private education and health care still driving gains
- ▶ **Phoenix MSA shelter inflation remains well below the U.S.**
 - ▶ Which is keeping Phoenix all-items inflation low
- ▶ **Housing cost burdens remain elevated**
 - ▶ And housing permit activity is down so far this year
- ▶ **The baseline forecast calls for modest improvement in growth next year**
 - ▶ But recession risks remain a concern, with elevated federal government policy uncertainty, elevated tariffs, reduced international migration, increased deportations, and elevated interest rates

Arizona and Prescott MSA Employment Shares

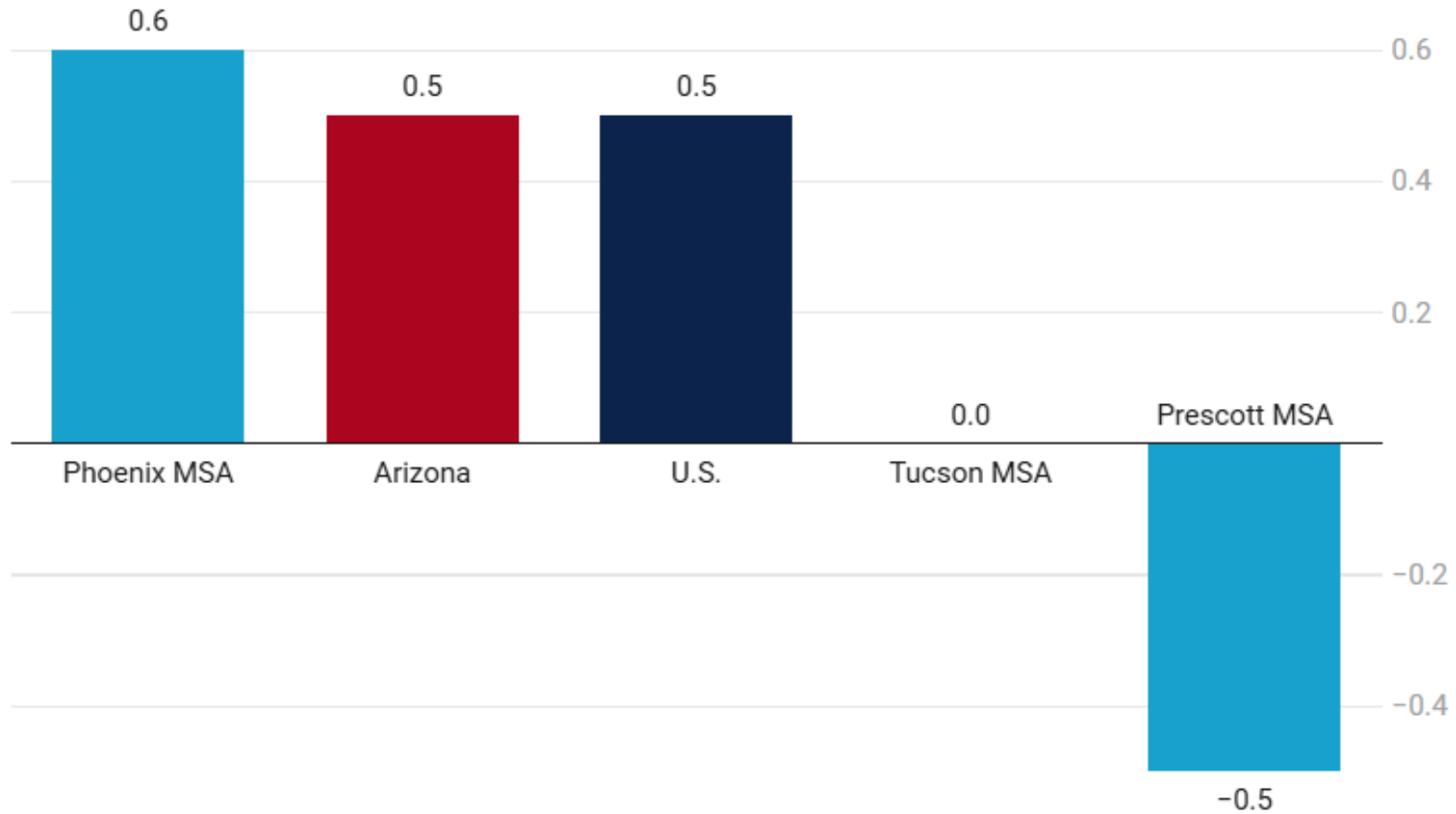
Percent of Total Nonfarm Jobs in 2025





Arizona Job Growth

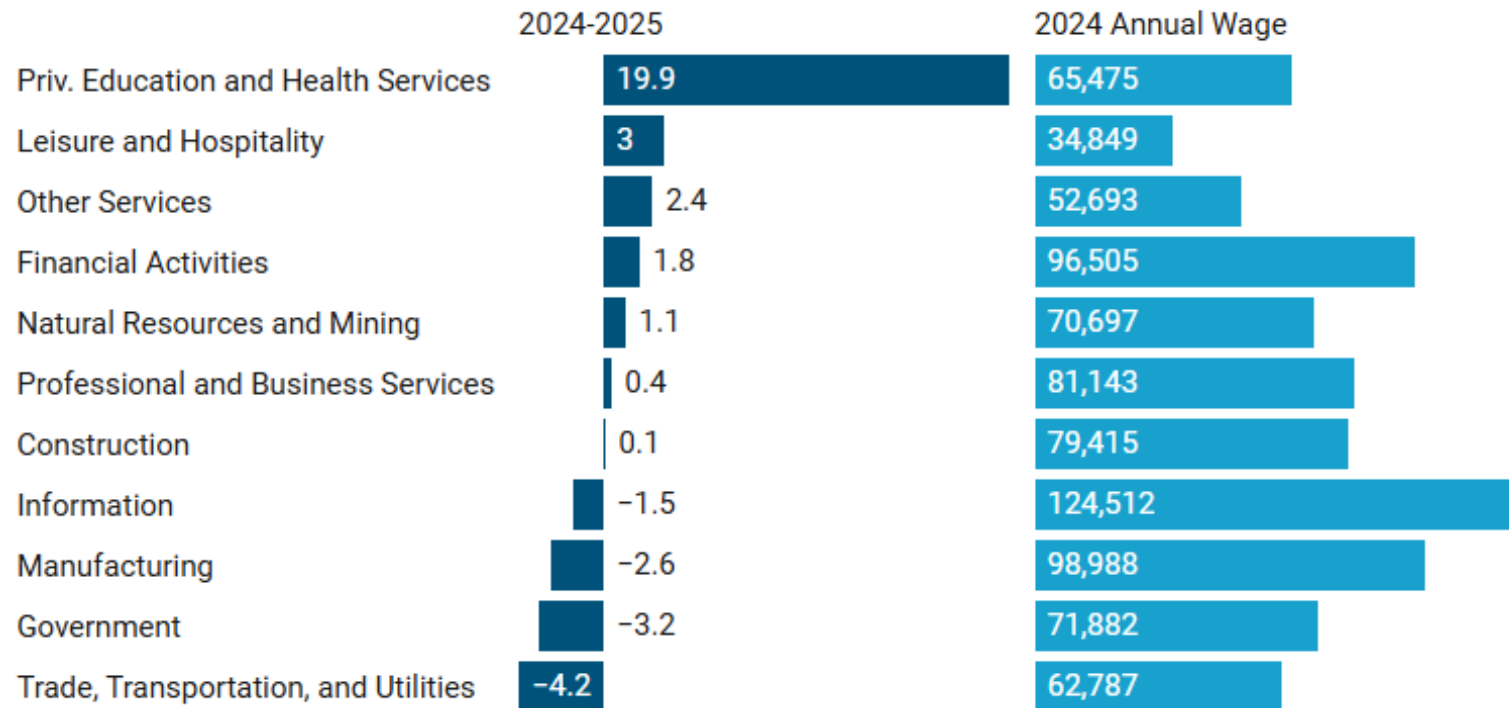
Percent





Arizona Job Growth by Industry

Thousands of Jobs and 2024 Annual Wage

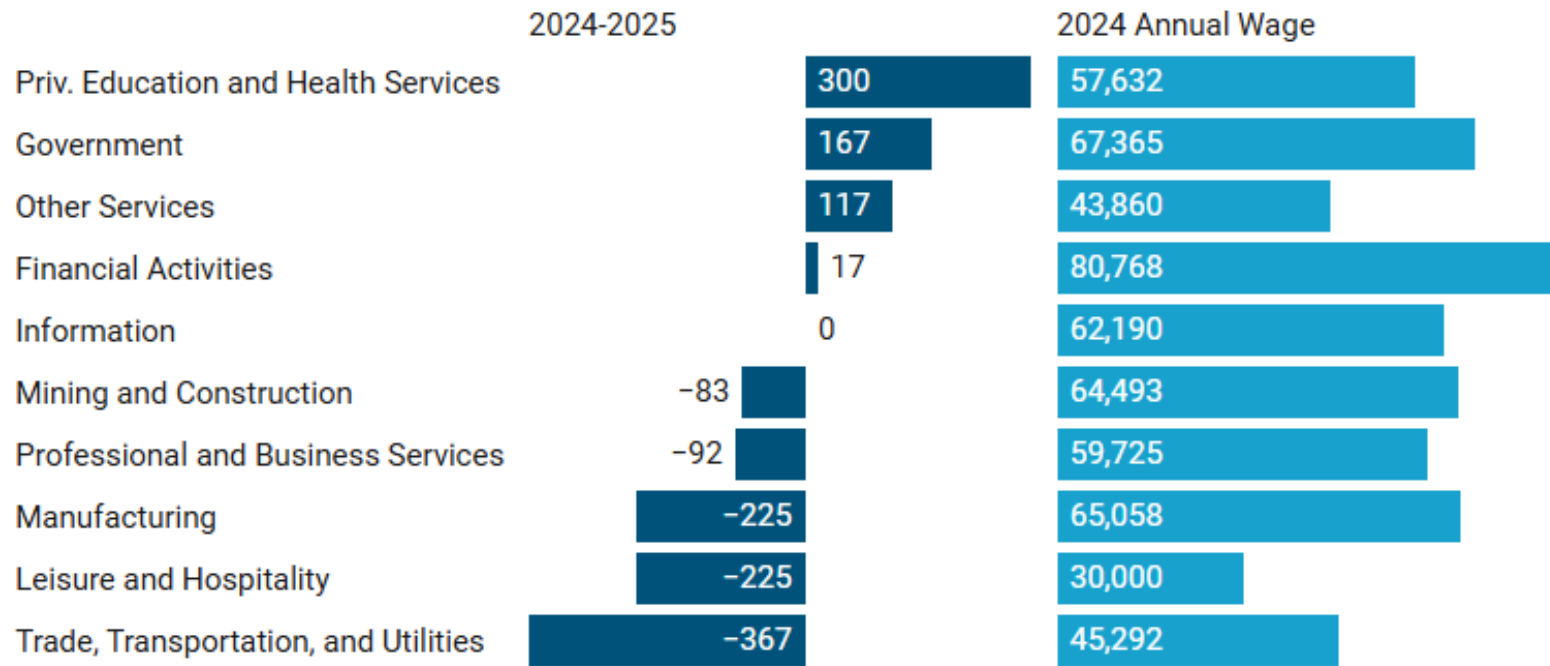


Total Nonfarm Jobs	Percent Change
2024-2025 Annual Average	
Arizona	0.5%
U.S. (Revised)	0.5%



Prescott MSA Job Growth by Industry

Jobs and 2024 Annual Wage



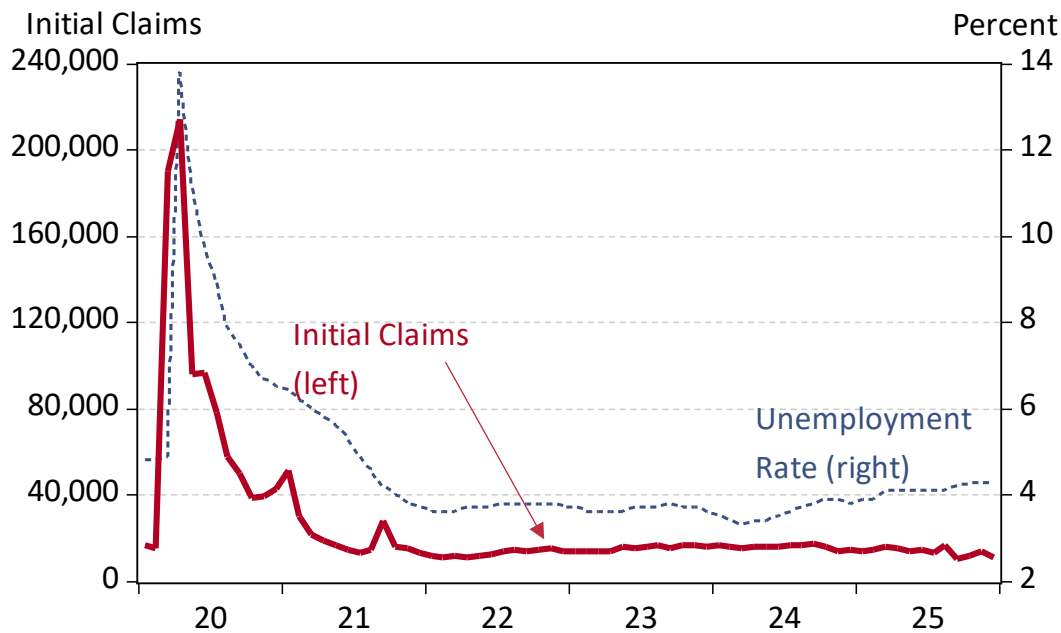
Total Nonfarm Jobs	Percent Change
2024-2025 Annual Average	
Prescott MSA	-0.5%
U.S. (Revised)	0.5%

Selected Labor Market Outflows

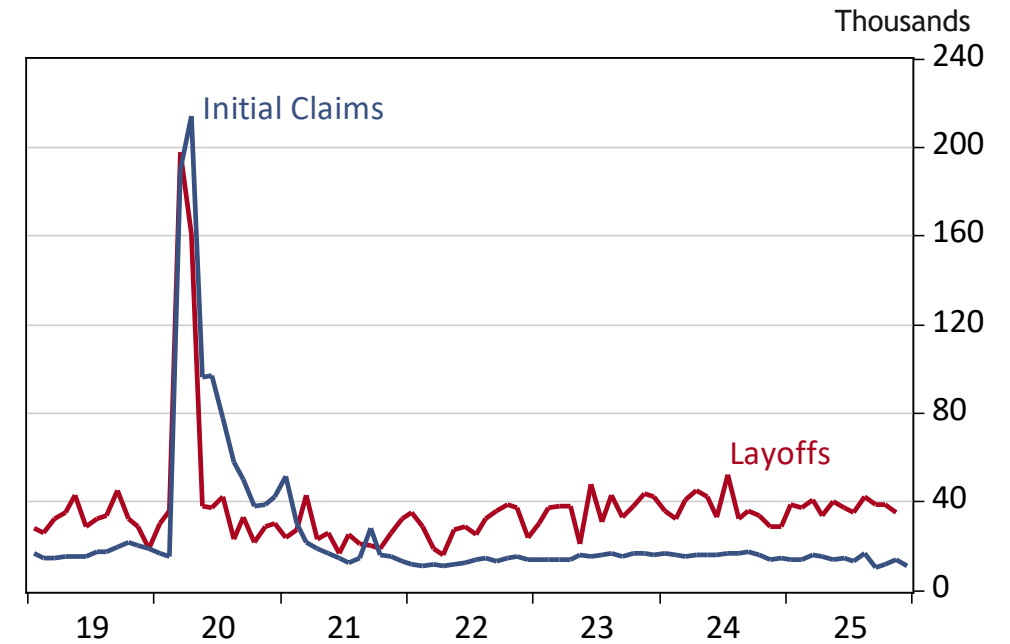
Seasonally Adjusted

Unemployment Rate	December 2025
Arizona	4.3%
U.S.	4.4%

Arizona's Unemployment Rate and Initial Claims for Unemployment Insurance

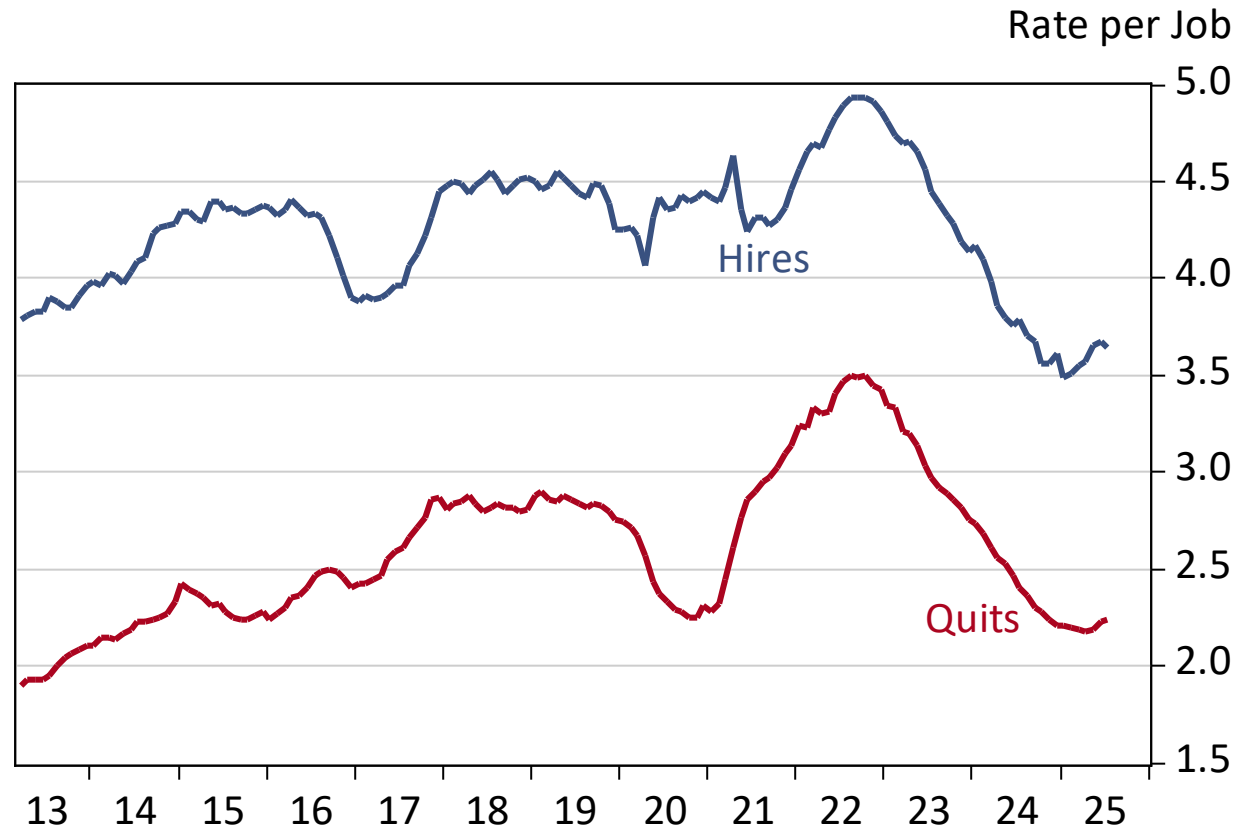


Arizona's Initial Claims for Unemployment Insurance and Layoffs (JOLTS)



Arizona Quit and Hire Rates

Seasonally Adjusted, Twelve-Month Moving Average

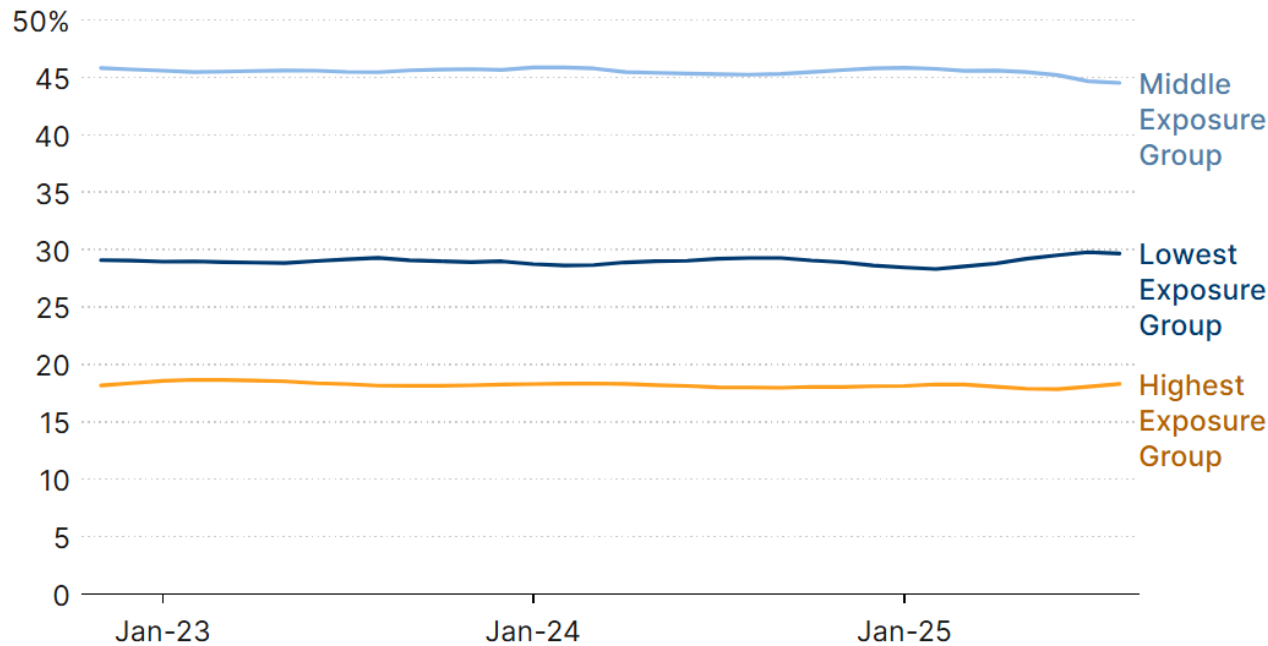


Impact of AI by Occupational Group

Brookings, October 2025

Change in the proportion of workers in occupations exposed to AI

Percent. Three-month moving average.

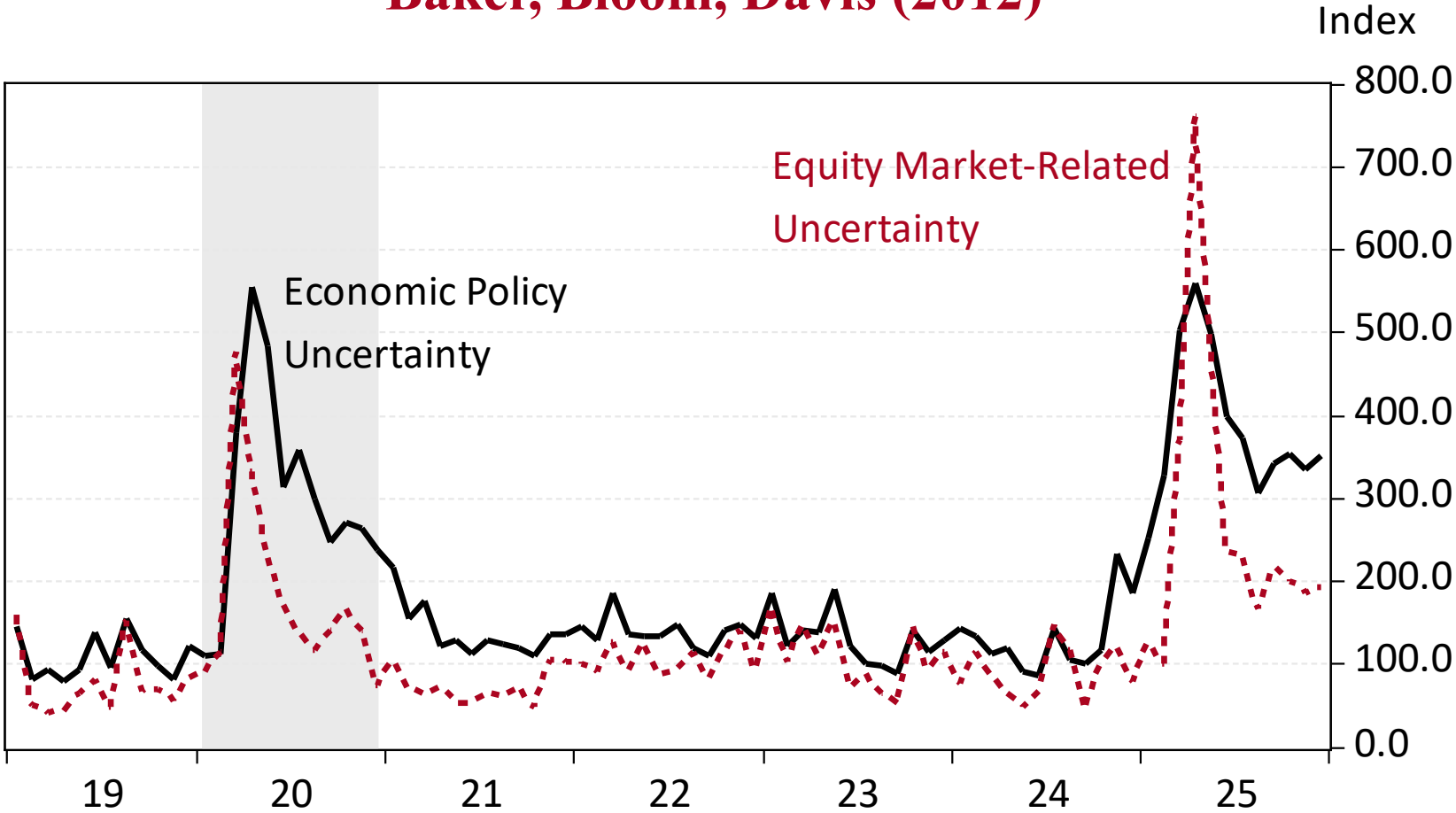


Jobs that are highly “exposed” to generative AI technologies have the highest percentage of tasks that ChatGPT can be used for to save significant time.

<https://www.brookings.edu/articles/new-data-show-no-ai-jobs-apocalypse-for-now/>

A Huge Increase in Economic Policy Uncertainty

Baker, Bloom, Davis (2012)



A Huge Increase in Tariffs

U.S. Average Effective Tariff Rate

Customs duty revenue as a percent of goods imports

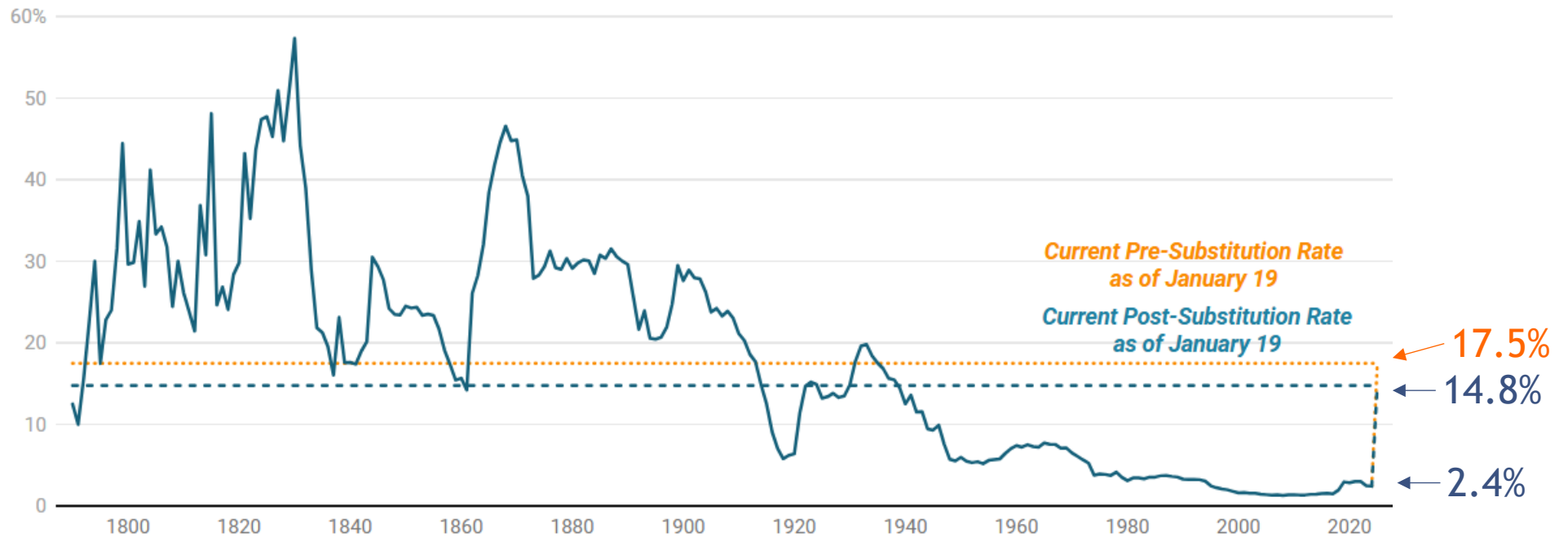


Chart: The Budget Lab • Source: Historical Statistics of the United States Ea424-434, Monthly Treasury Statement, Bureau of Economic Analysis, The Budget Lab analysis. • Created with [Datawrapper](#)

Unauthorized Immigrants

Pew Research Center (Data for 2023)

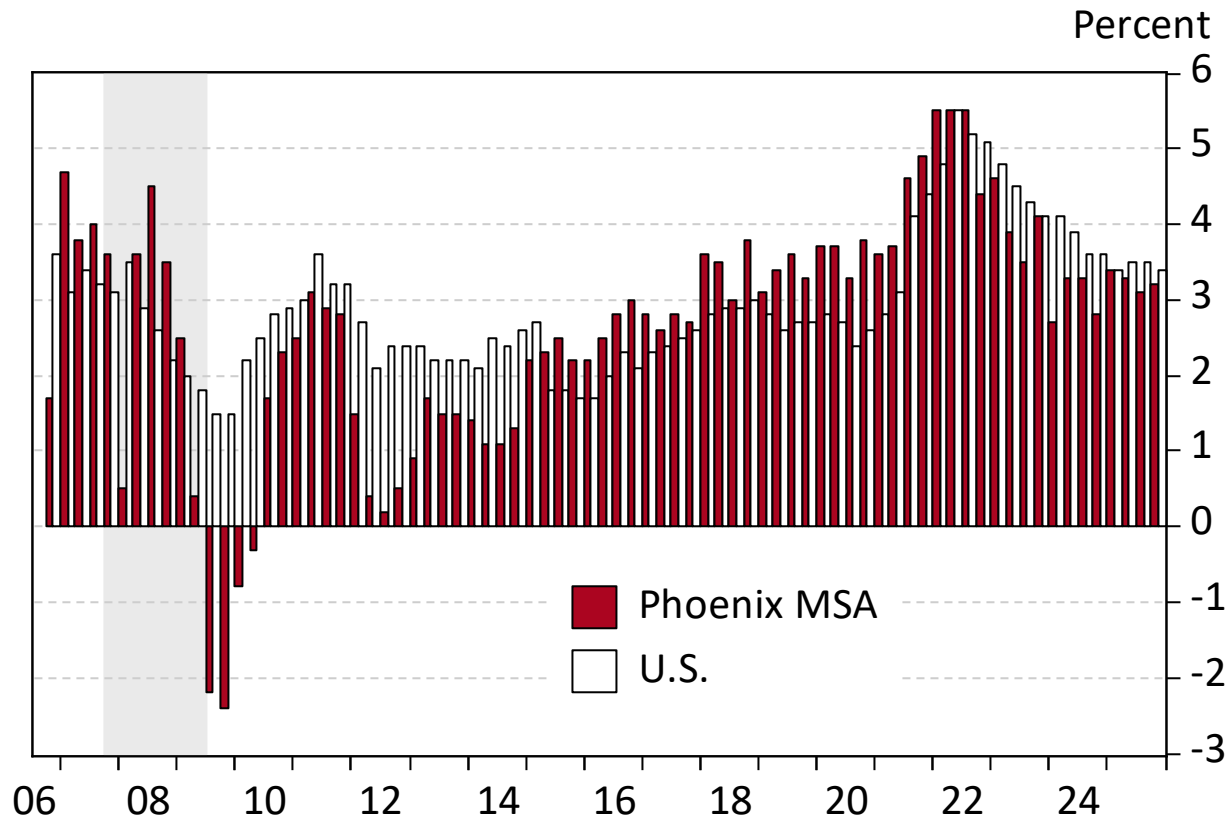
	Arizona	U.S.
Unauthorized immigrants in labor force (rank)	190,000 (13 th)	9,650,000
Share of labor force (rank)	5.2% (16 th)	5.6%
Industry with most unauthorized immigrants	Construction	Construction
Industry with highest share unauthorized immigrants	Construction	Construction

Employment Cost Index

- ▶ **There are many measures of labor income**
 - ▶ **The pandemic has distorted some of the common measures**
 - ▶ Like headline average wages per job (total wages paid divided by total jobs) and headline average hourly wages
 - ▶ Detailed industry breakdowns can help
 - ▶ **The Employment Cost Index is less subject to these problems because it is adjusted to account for shifts of workers across industries and occupations**
 - ▶ Total compensation and wages & salaries
 - ▶ Data show over-the-year changes by quarter
 - ▶ Available for large metropolitan areas, including Phoenix

Employment Cost Index

Total Private-Sector Compensation for U.S. and Phoenix MSA



Year-Over-Year Percent Change

	Phoenix	U.S.
2023Q4	4.1	4.1
2024Q1	2.7	4.1
2024Q2	3.3	3.9
2024Q3	3.3	3.6
2024Q4	2.8	3.6
2025Q1	3.4	3.4
2025Q2	3.3	3.5
2025Q3	3.1	3.5
2025Q4	3.2	3.4

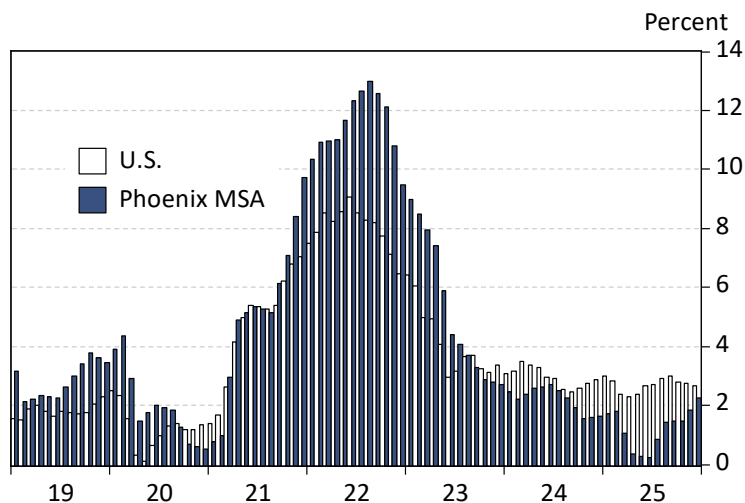
https://www.bls.gov/regions/west/news-release/employmentcostindex_phoenix.htm



Phoenix MSA Inflation Is Below the U.S.

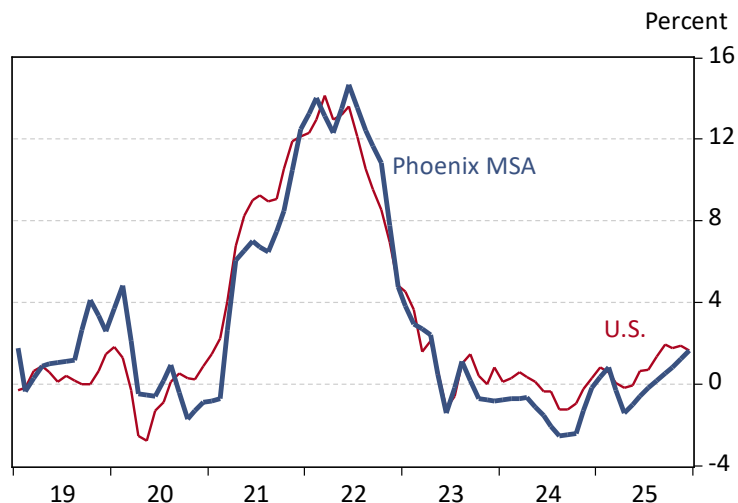
CPIU, Over the Year

All Items



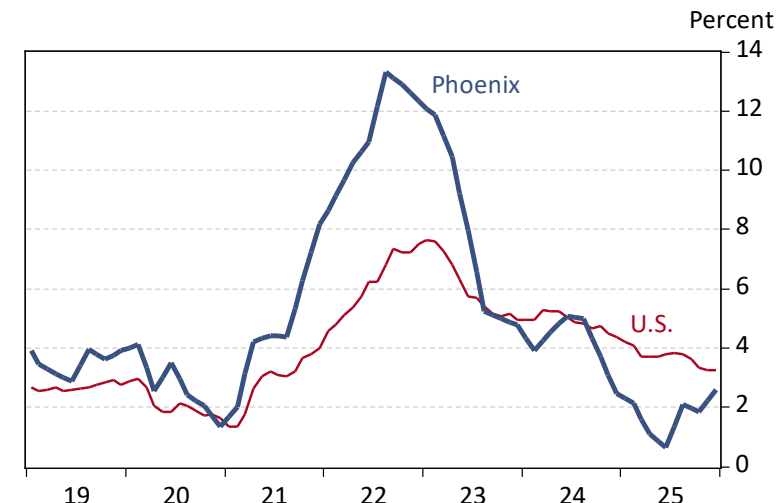
	December 2025
Phoenix MSA	2.2%
U.S.	2.7%

Commodities



	December 2025
Phoenix MSA	1.6%
U.S.	1.7%

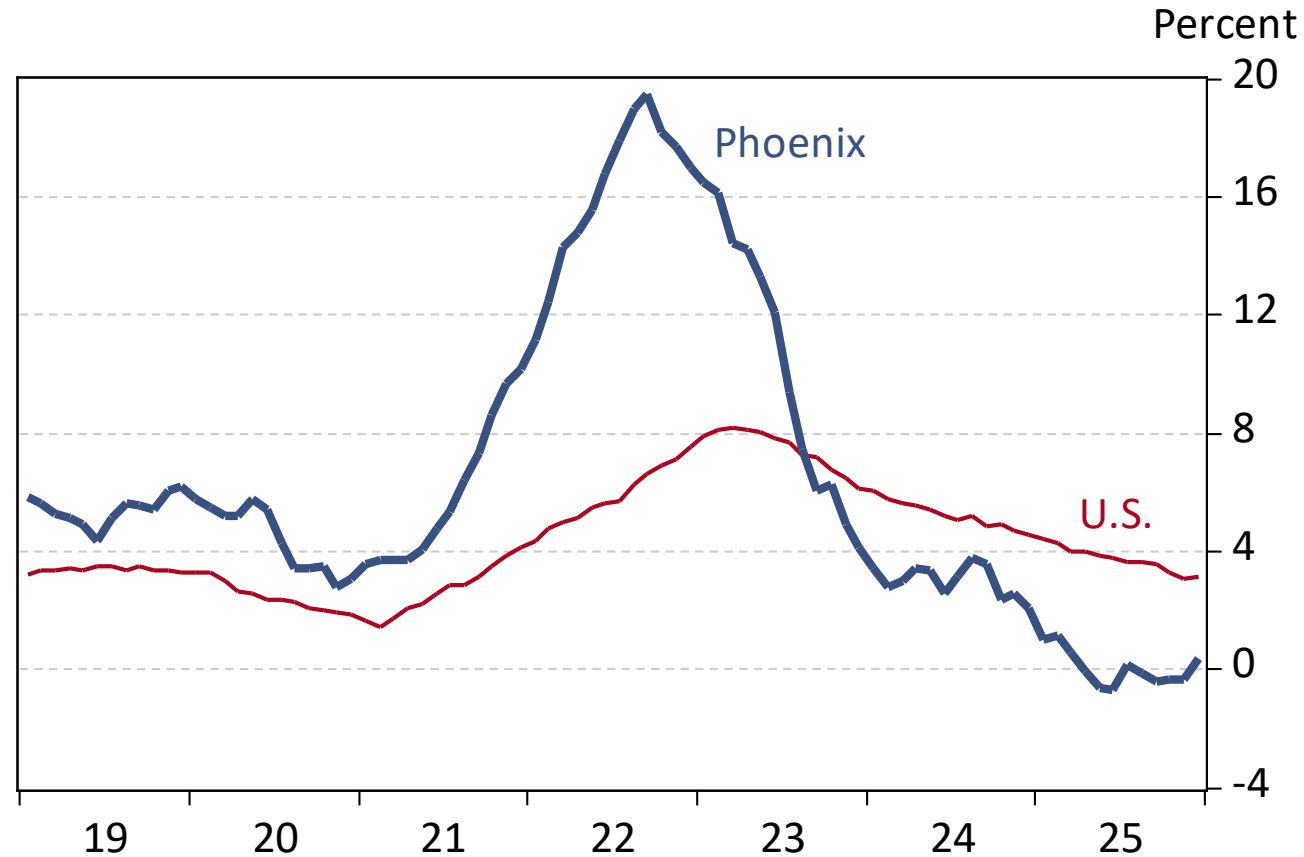
Services



	December 2025
Phoenix MSA	2.6%
U.S.	3.3%

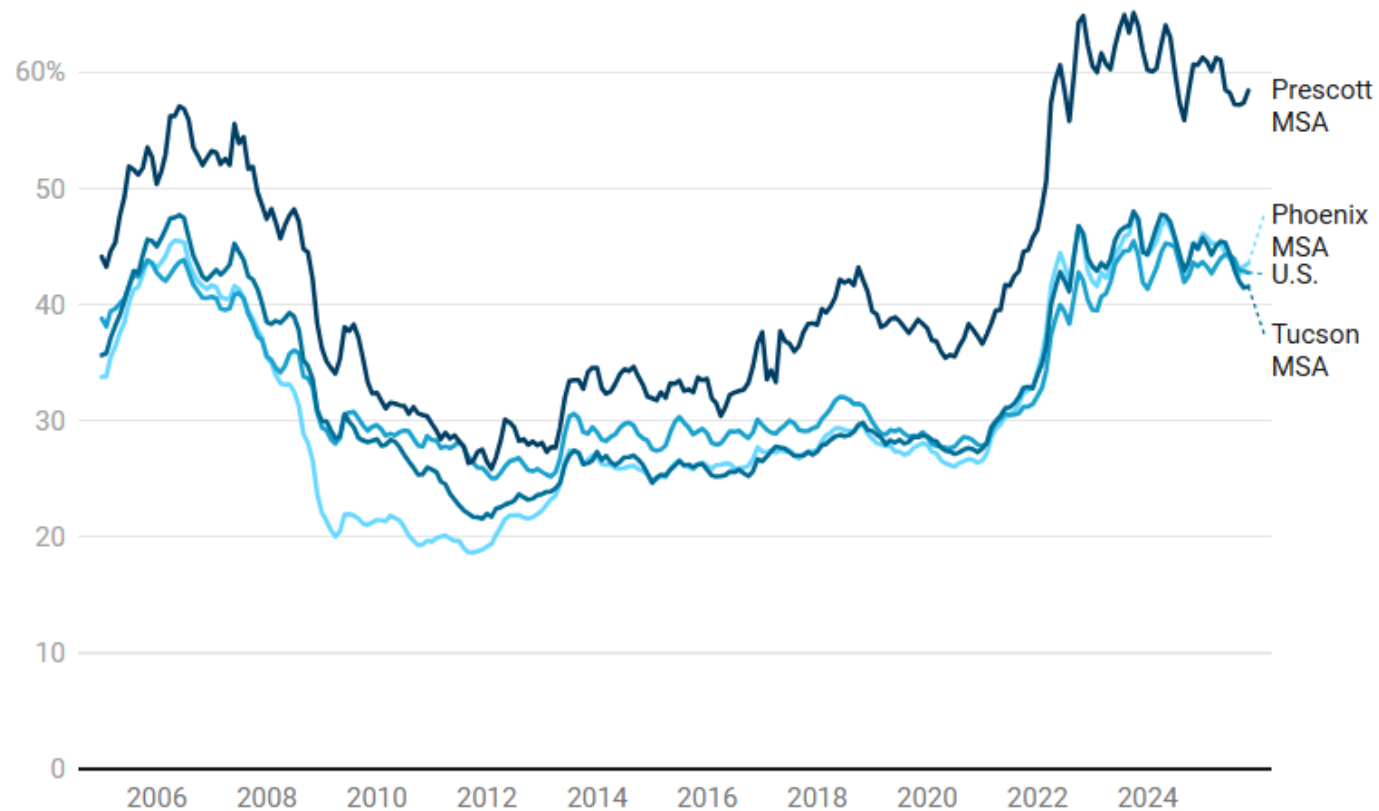
Phoenix MSA and U.S. Shelter Inflation

Consumer Price Index, Over-the-Year Growth, Percent



Housing Cost Burden

Federal Reserve Bank of Atlanta, Through November 2025, Percent



Share of local median household income needed for a mortgage, based on median sale price.

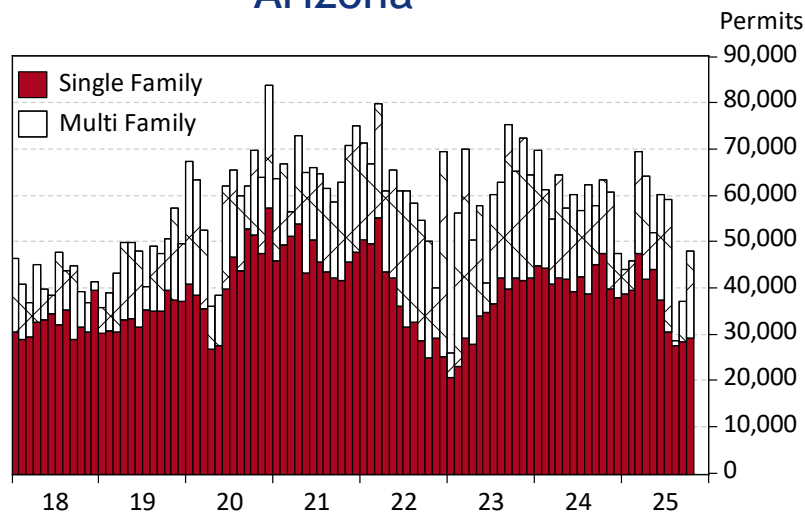
Takes into consideration the monthly principal and interest cost, given the current mortgage interest rates, as well as the costs associated with taxes, property insurance, and private mortgage insurance.

Arizona Housing Permits

Seasonally Adjusted Annual Rates

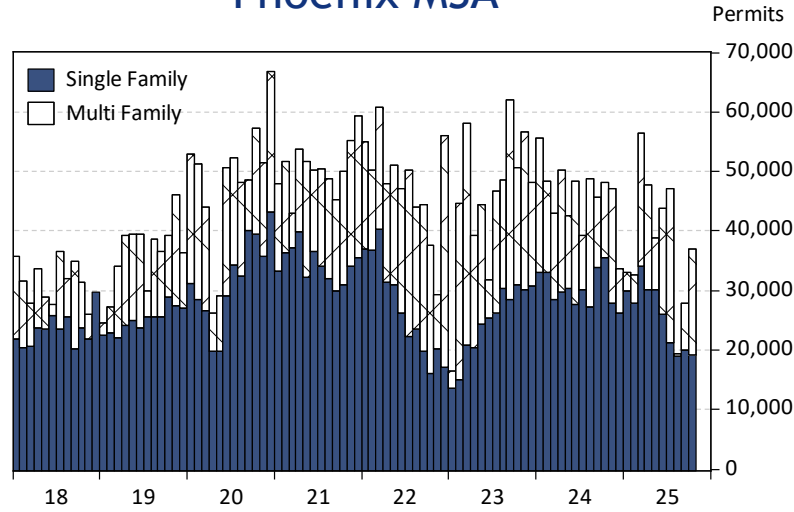
Arizona and Phoenix monthly data benchmarked to sum to revised annual data through 2024.

Arizona



YTD	Oct. 2025
Total	-16.4%
Single Family	-14.6%
Multi Family	-20.7%

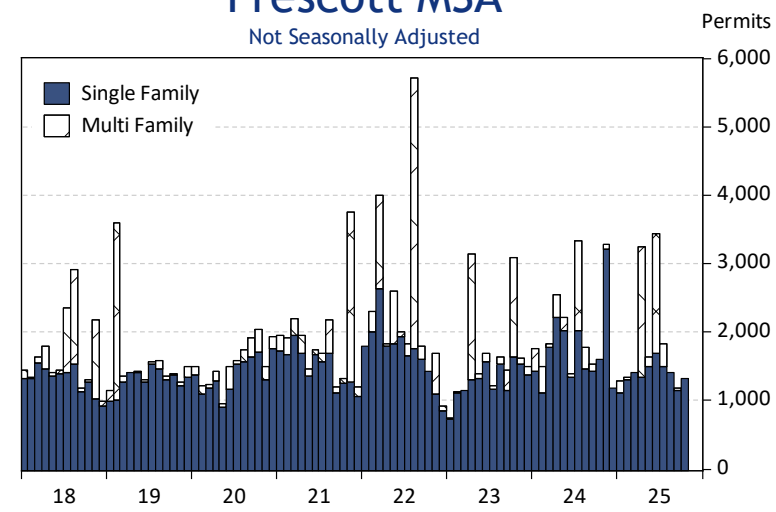
Phoenix MSA



YTD	Oct. 2025
Total	-18.3%
Single Family	-16.6%
Multi Family	-21.7%

Prescott MSA

Not Seasonally Adjusted



YTD	Oct. 2025
Total	-6.7%
Single Family	-16.2%
Multi Family	-43.9%

Source: U.S. Census Bureau



S&P Global Forecast Assumptions

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S&P Global, February 2026

- ▶ **Includes the OBBBA**
- ▶ **Tariff assumptions include:**
 - ▶ 10% tariff on imports from China
 - ▶ 35% tariff on imports from Canada and 25% tariff on imports from Mexico, which each decline to 15% by mid-2026
 - ▶ Various other tariffs too varied and numerous to list
- ▶ **Net international migration forecast reduced by 500,000 per year for the next four years**
- ▶ **The Federal Reserve reduces the policy interest rate**
 - ▶ The Fed holds the policy rate constant until June 2026
 - ▶ The policy rate falls to the neutral rate of 3.00%-3.25% by September 2026



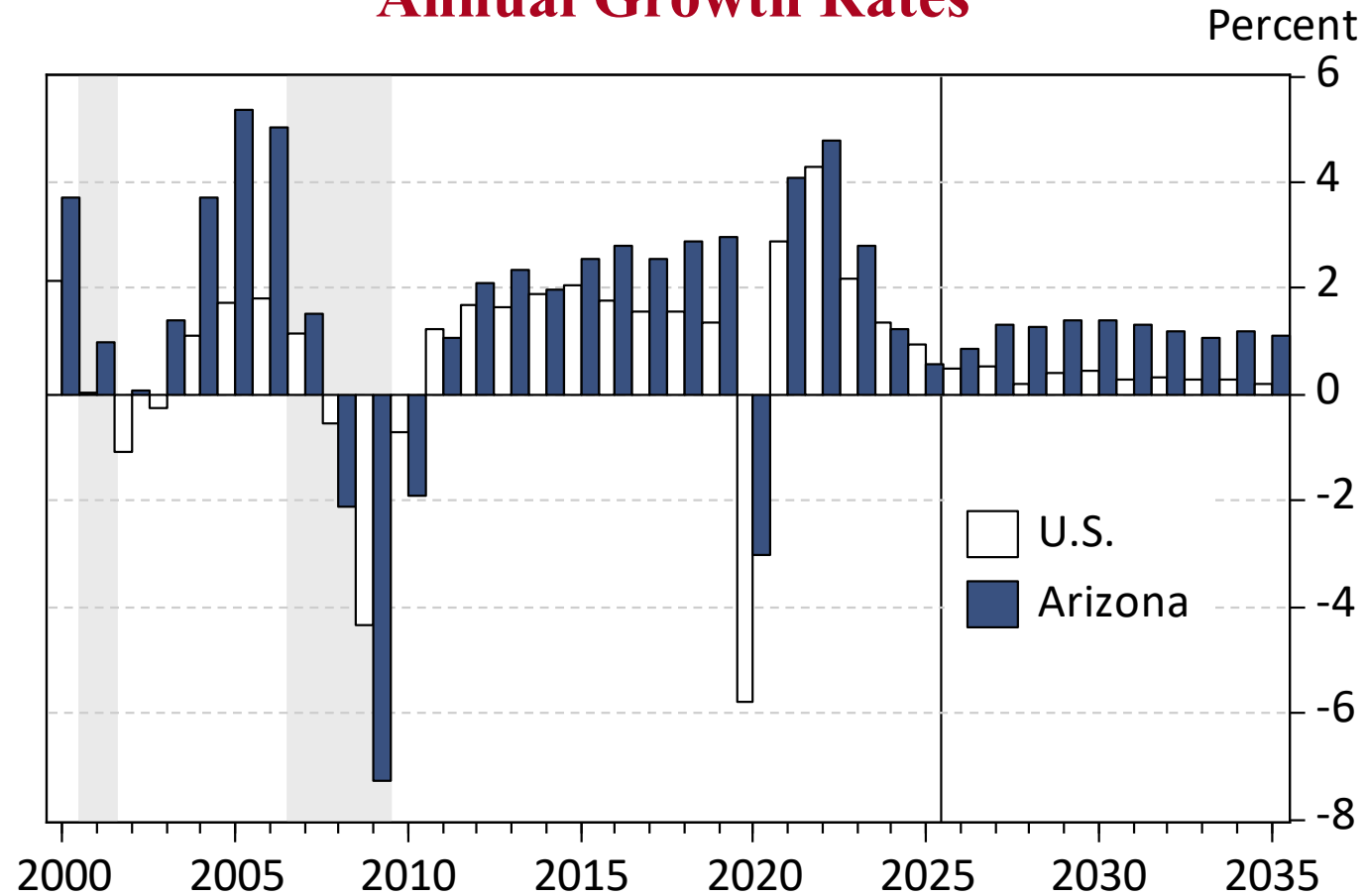
U.S. Short-Run Forecast Summary

S&P Global, February 2026

	2024	2025	2026	2027	2028
Real GDP Growth	2.8	2.2	2.7	2.0	1.7
Pers. Cons.	2.9	2.7	2.8	2.1	2.1
Bus. Fixed Investment	2.9	4.2	2.5	2.3	2.2
Res. Investment	3.2	-2.4	-2.1	2.4	2.5
Government	3.8	1.3	1.6	0.3	-0.2
Exports	3.6	1.9	2.6	4.7	4.2
Imports	5.8	2.6	0.1	5.2	4.2
Nonfarm Job Growth	1.3	0.9	0.4	0.5	0.2
Unemployment Rate	4.0	4.3	4.6	4.6	4.5
Federal Funds Rate	5.1	4.2	3.4	3.1	3.1
AAA Corporate Rate	5.0	5.4	5.4	5.5	5.4
Inflation (CPIU)	3.0	2.7	2.5	2.8	2.5
Housing Starts (Mil.)	1.37	1.35	1.31	1.31	1.32
Consumer Confidence (U.Mich.,%)	11.0	-20.6	1.5	8.2	9.3

Arizona Job Growth

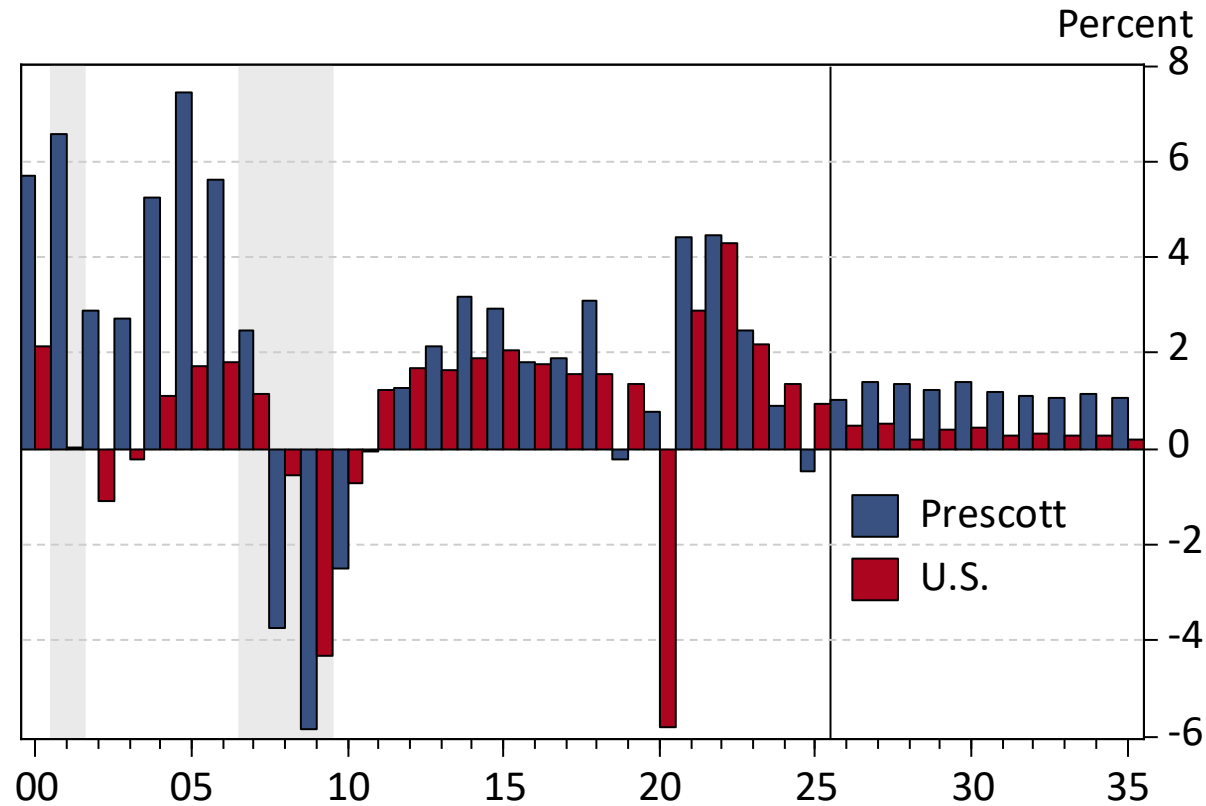
Annual Growth Rates



Forecast completed February 2026.

Prescott MSA Employment Growth

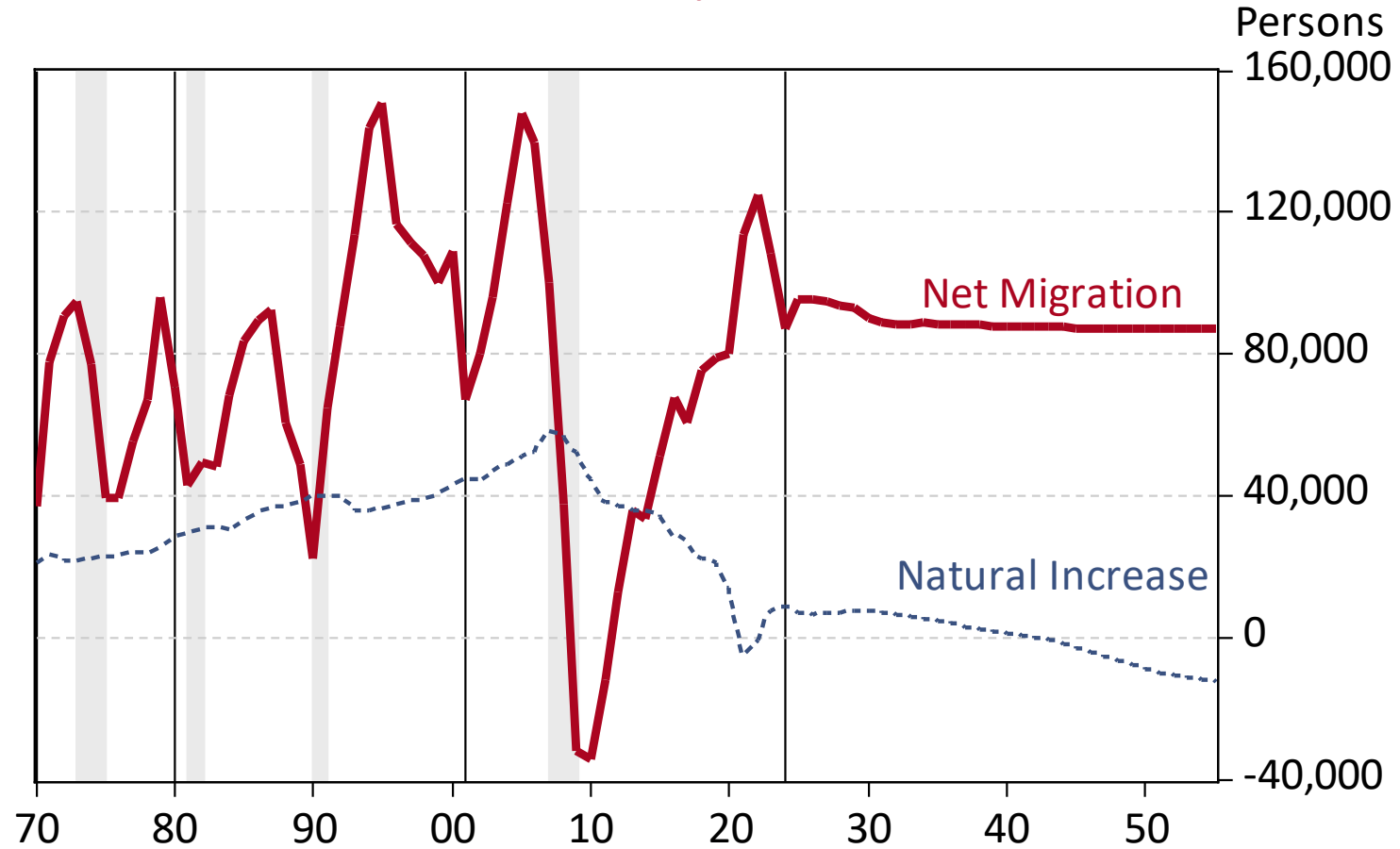
Wage and Salary Jobs Plus Nonfarm Proprietors



Prescott forecast completed October 2025. U.S. measure is nonfarm payroll jobs only.

Arizona Net Migration and Natural Increase

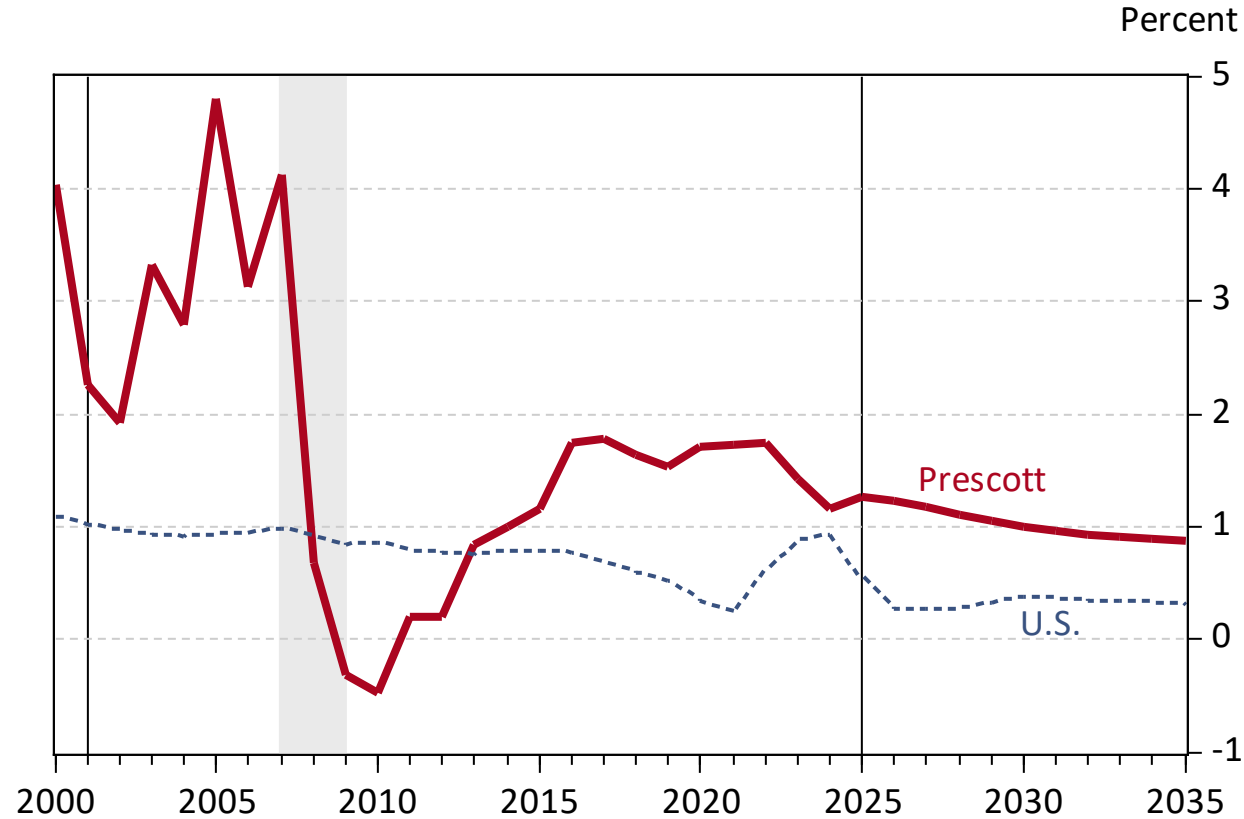
Annual



Forecast completed August 2025.

Prescott MSA and U.S. Population Growth

Annual Growth



Prescott history from Arizona Office of Economic Opportunity. EBRC forecast completed October 2025.

Main Takeaways

- ▶ **Arizona is generating unusually slow job growth**
 - ▶ Hiring is down and layoffs are modestly elevated
 - ▶ Elevated interest rates and federal economic policy uncertainty seem to be the cause
- ▶ **Shelter inflation has significantly slowed in the Phoenix MSA**
 - ▶ And that has brought overall inflation below the national average
- ▶ **Housing cost burdens have improved modestly**
 - ▶ But remain very much elevated
- ▶ **The outlook calls for a small acceleration in growth next year**
 - ▶ But important risks remain, mostly originating from federal policy

YAVAPAI COUNTY / ARIZONA UPDATES

Population increase 7-Year outlook 700k in Arizona

Job Creation 7-Year outlook: 356K in Arizona

AZ has 40 Semi-Conductor expansions since 2020

AZ anticipates a further 13 over the next 7 years

Population increase Yavapai County 18k over 7 years

Job creation Yavapai County 9k over 7 years

Skilled Labor (\$30 Hr+) replacement Yavapai County 3,400 over 7 years

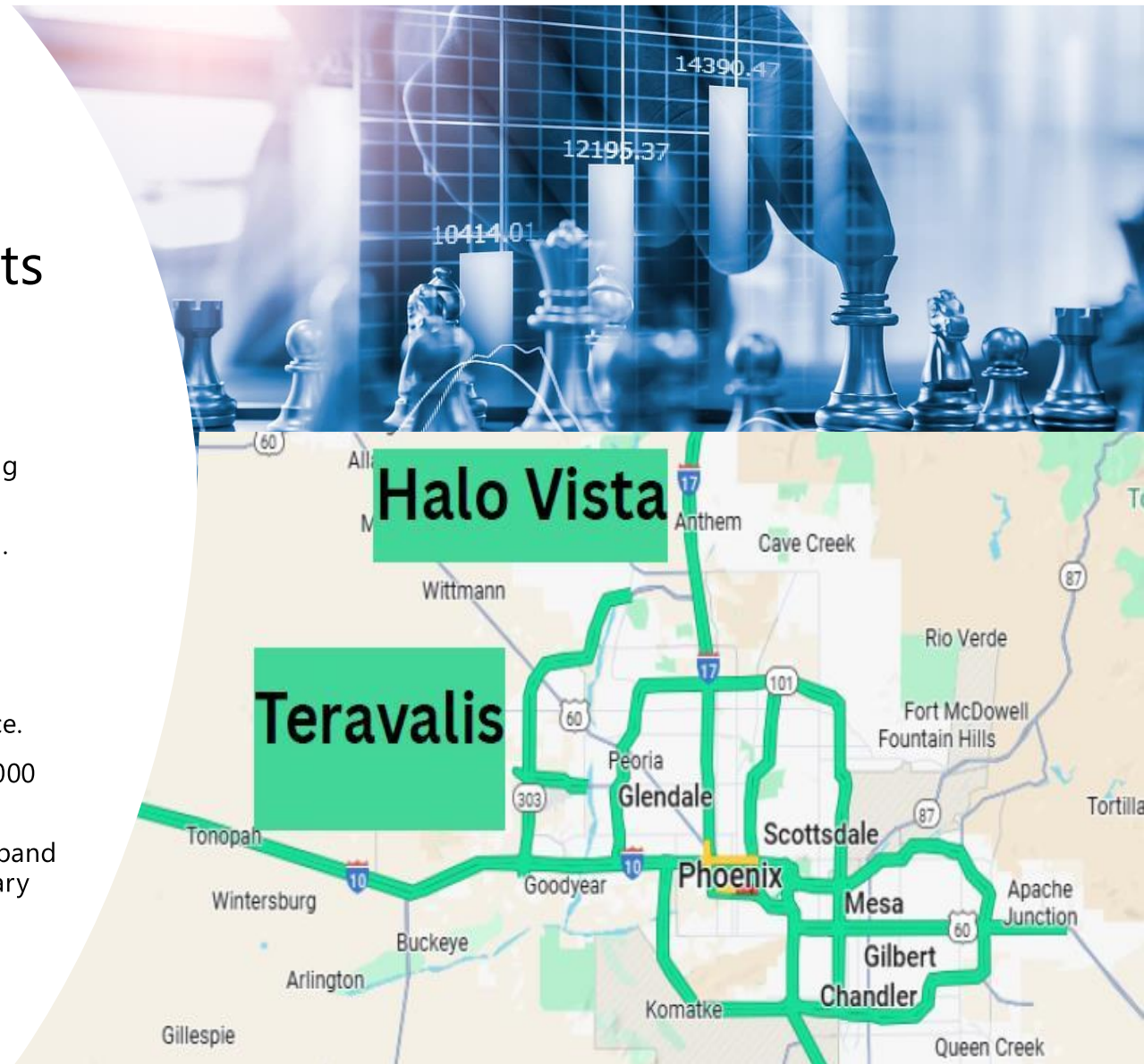
Arizona Investment Landscape

- Top Twenty Investment: 285B
- Hi-Tech Job Creation: 115,000+
- Indirect Job Creation: 240,000+
- 67,000 “at Risk”
- 30 - 35% jobs created High Skilled.
- Annual Revenues: 450B



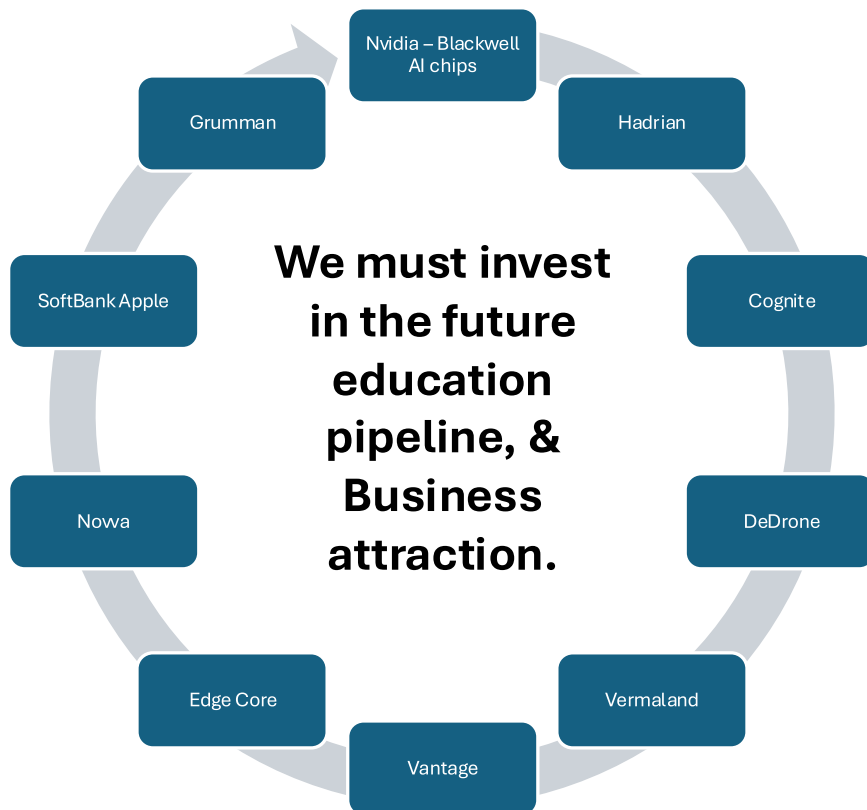
Metropolitan Developments

- Halo Vista in Peoria: \$7 billion investment.
- 2300 acres, living, retail, parks & small manufacturing space.
- 10,000 homes and 30MM sq ft of commercial space.
- Teravalis North Buckeye, \$100 Billion investment.
- 37,000 acres of living, retail, parks and small manufacturing.
- 100,000 homes and 55MM sq ft of commercial space.
- These developments will house approximately 400,000 people.
- ASU and GCU are in talks with the developers to expand their operations west to accommodate Postsecondary and K-12 educational development.



Potential Arizona on the Fast Track

70,000 – 100,000 more jobs tied to these companies



Changes Due to Workforce Shortage

- **Systematic pressure due to skilled workforce shortage. In other words, companies can't afford to wait for people with degrees or long-term certificates.**
- **Shorter training programs wanted, longer apprenticeships**
 - Example: TSMC 13–16-week entry level program, 12-48-month apprenticeship depending on specialty. Others will be similar.
- **Proprietary issues are coming into place heavily due to industrial espionage. Students must be hired on through apprenticeships to do most internal training.**
 - *There will be some internships available for students while in college but backed by strong NDA's. This is new and emerging as companies grapple with espionage.
- **State has created their own apprenticeship service separate from Federal Apprenticeship model.**
 - Not all businesses want it
- **Competition for skilled labor is fierce. Companies will need to differentiate themselves with better internal cultures and wages. It's a significant problem across various sectors of industry.**
- **What's at risk?**
 - A continued workforce shortage of skilled workers to replace retiring Boomers and Xers.

Workforce Pell

Workforce Pell Ramifications

- Most of the bigger grant money available from the Feds is starting to be tied to this. Recent example is having to modify YC semiconductor program to 13 weeks, 36 hours per week, to apply for large dollars needed to launch.
- Rules are no more than 15 weeks, and no more than 600 hours for program to be Pell eligible.
- Must attain 70% completion and 70% placement rate. This is difficult on the placement side as it comes down to interviews in which YC has no control over.
- Must be a program for a least a year before Workforce Pell Eligible
- Non-Credits eligible for Workforce Pell as well



- Creating those types of hubs has proven to be highly successful both in the United States and globally.
- U of A has successful research and business park in Tucson
- Purdue has an excellent research park
- Schools and businesses have a synergy when they collocate in one of these parks as seen in Taiwan.

Research parks and Accelerators??

ACTION - RELEVANT SKILLS – STRATEGIC GROWTH – AFFORDABLE HOUSING – TRANSPORTATION – COLLABORATION - COURAGE



OUTLOOK
SUMMARY

\$285B+ in high-tech investment statewide

115,000+ direct jobs created

240,000+ indirect jobs created

70,000–100,000 additional jobs projected

Industrial land pre-zoned and infrastructure aligned in Maricopa County

Statewide ecosystem aligning around semiconductors & advanced manufacturing

We become peripheral to the largest economic expansion in Arizona history

Our residents commute out for opportunity and relocate permanently

Local small businesses lose access to high-wage customer base growth

Talent pipelines are built elsewhere — employers bypass our region

We remain reactive rather than investment-ready

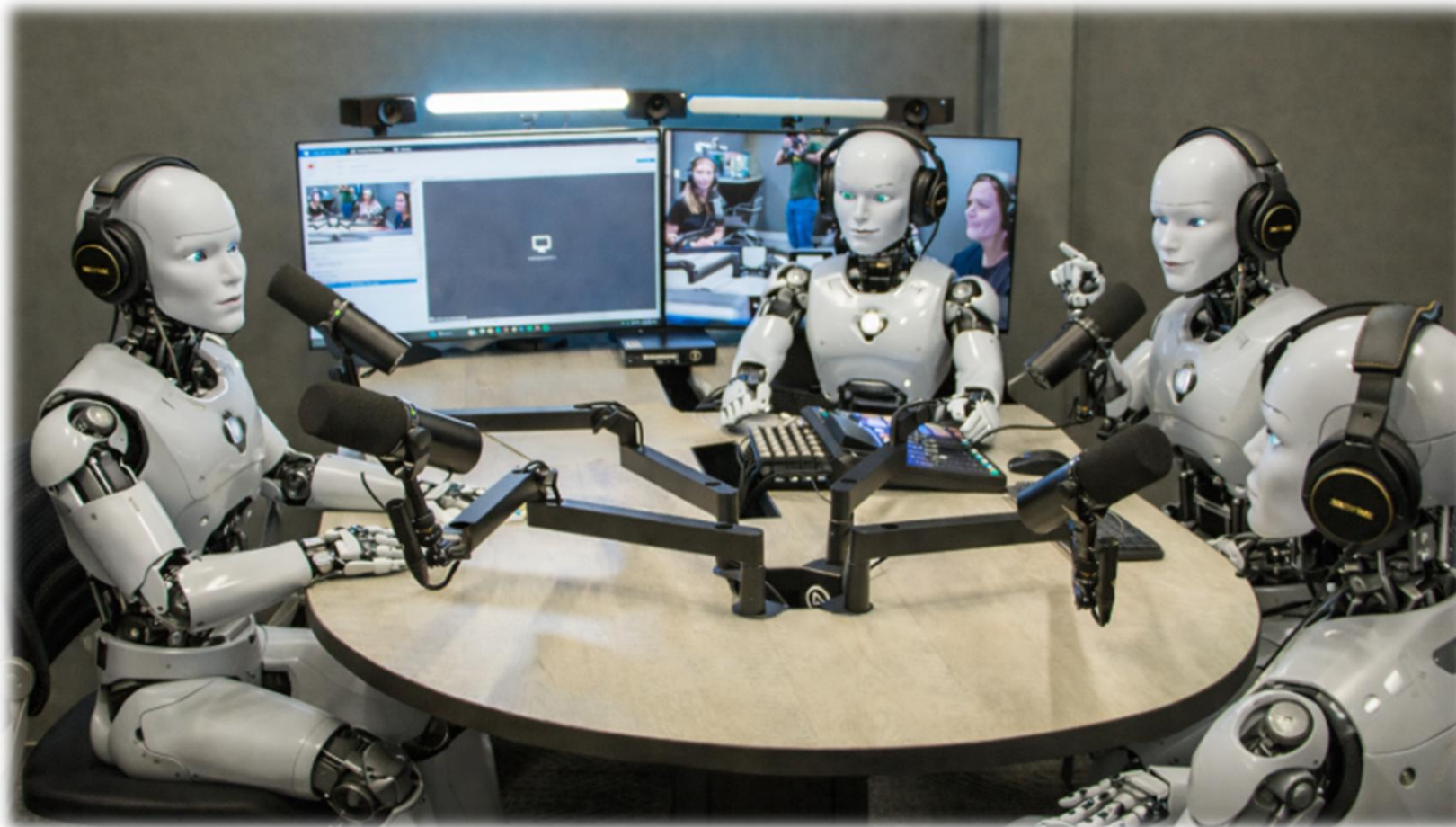
Yavapai is perceived as lifestyle-driven rather than economically strategic

Strategic Planning at Yavapai College

Prepared for District Governing Board

February, 2026

Strategic Planning Overview (Podcast)



Collaborative Planning Framework



Collaborative Planning Framework

Our Strategic Planning Process

Review & Update
Annually

3 YEAR PLANNING HORIZON

Our Future
State

✓ MISSION

✓ VISION

✓ GOALS

✓ INITIATIVES

Year 3

Year 2

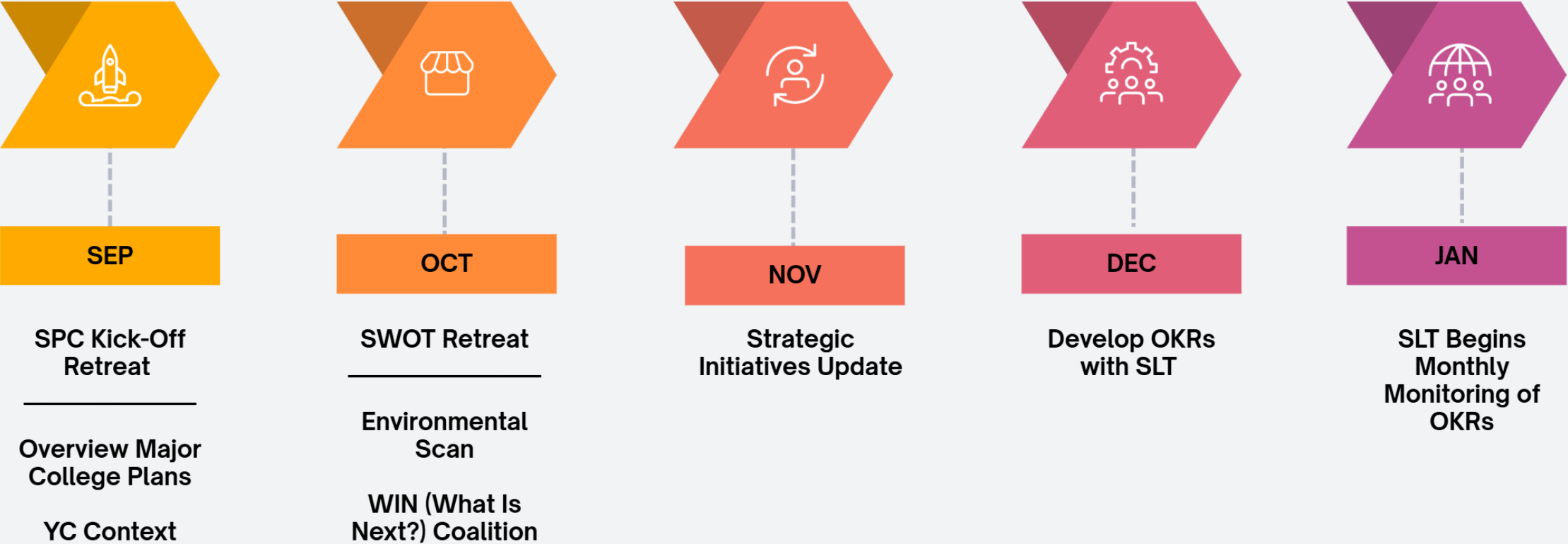
Year 1

Planning for Success

Strategic Planning Process Timeline

From research to results.

September 2025



FY27 Strategic Initiatives

FY27 Strategic Initiatives		Executive Sponsor	SLT Champion	Belonging	Living Wage	Adult Learners	Delivery	Foundational Capability
A	Artificial Intelligence	Provost	Bryce		X			X
B	Improve Part-Time Student Success	Provost	Sheldahl	X		X	X	
C	Prison Education Program	Provost	Dowling	X	X	X	X	
D	Academic Program Prioritization	Provost, VP WDHS, COO	Holbrook				X	
E	Provide Workforce Training to growth industries	VP WDHS	Ebersole/ Morgan		X			
F	Develop an operational data strategy	COO	NEW Burns/ Merica					X
G	Workforce Housing	COO	NEW Zuniga					X
H	Public Relations & Marketing	VP CRLA	NEW Minnick					X
I	Security	COO	NEW Payne/ Burns					X

Thank you

Questions or Comments?

For more information, please visit
www.yc.edu/sp

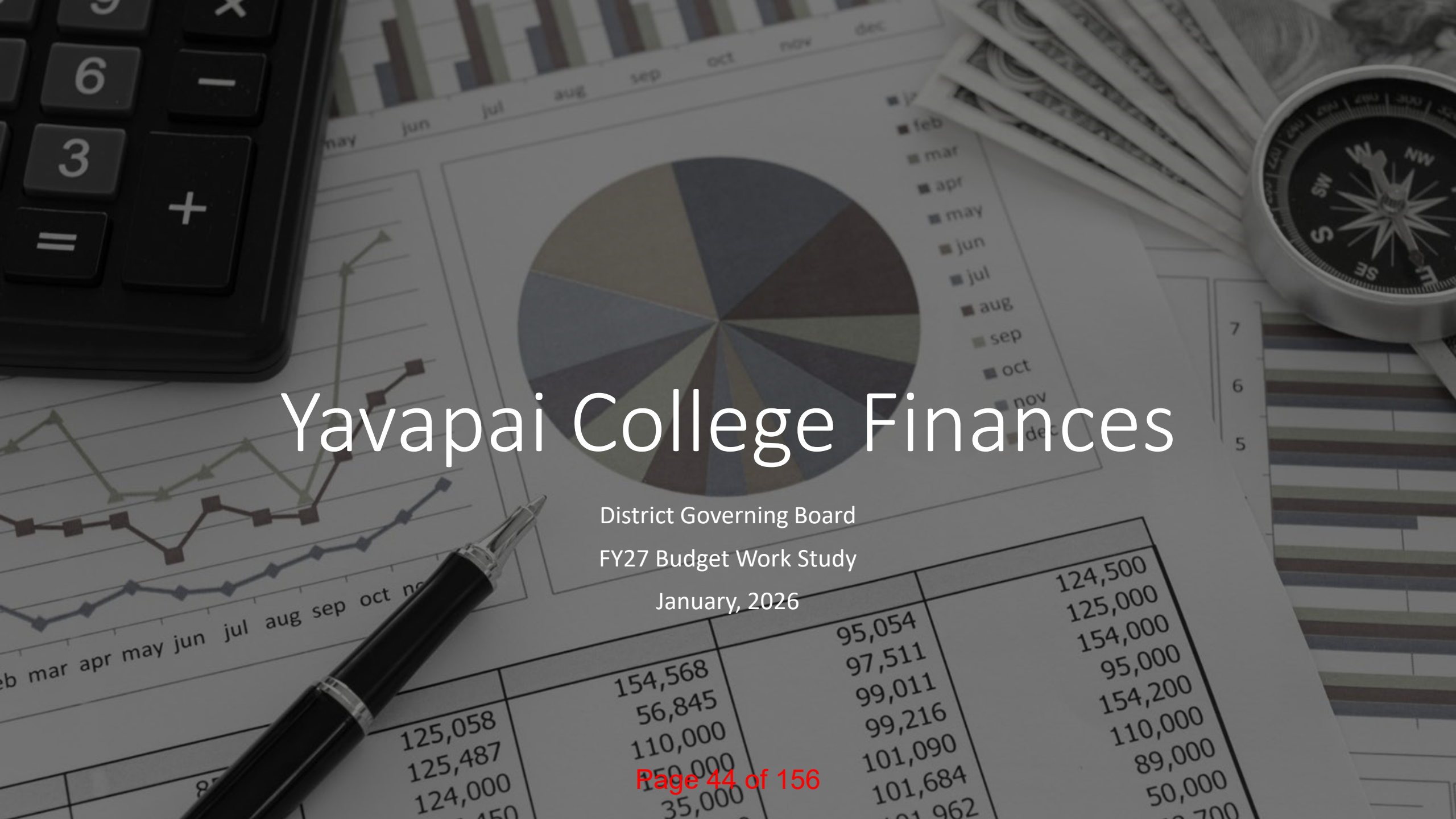


Yavapai College Finances

District Governing Board

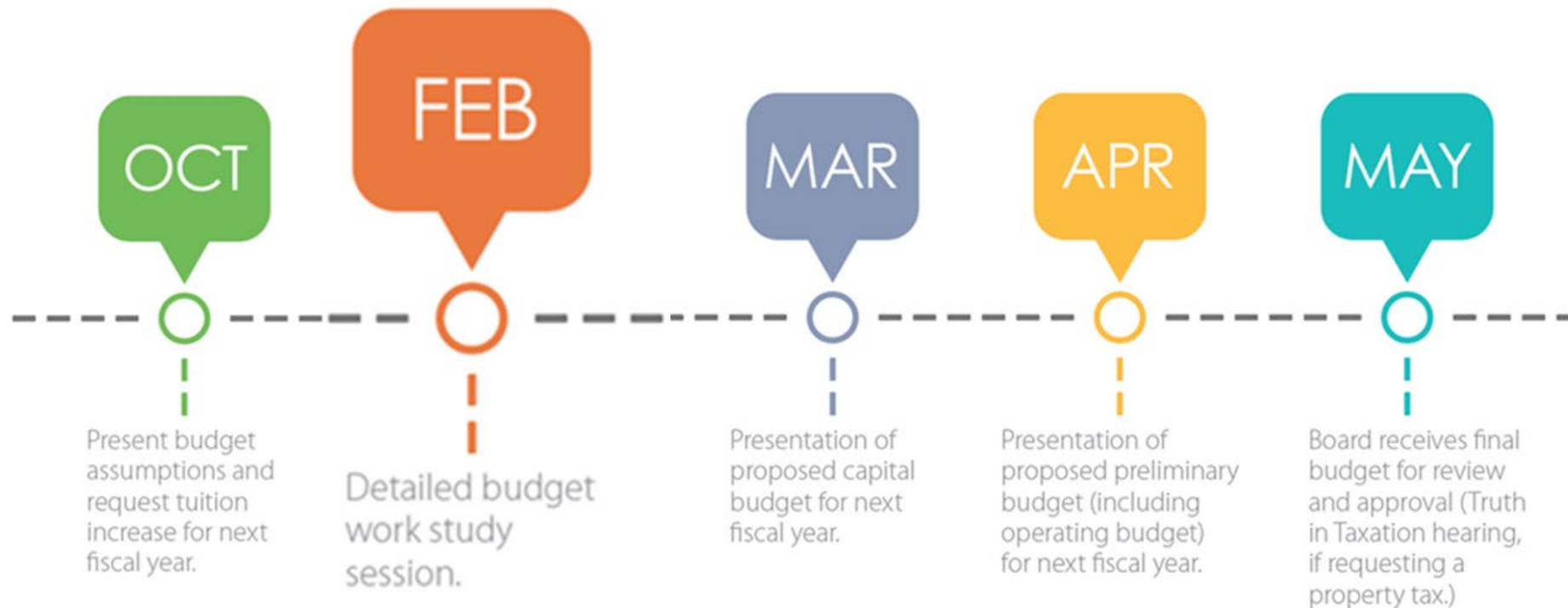
FY27 Budget Work Study

January, 2026



125,058	154,568	95,054	124,500
125,487	56,845	97,511	125,000
124,000	110,000	99,011	154,000
1450	150,000	99,216	95,000
	35,000	101,090	154,200
		101,684	110,000
		101,962	89,000
			50,000
			700

Budget Timeline



Agenda

Context

Revenues

Expenditures

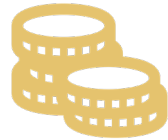
Strengths and
Challenges

Context



Enviro Scan/ WIN (pre-work)

- Demographics
- Social & Political
- Economy & Workforce
- Education
- Technology



AZ Economy

- Industries – focus on High-Tech
- Inflation
- ECI
- Unemployment
- Housing



Strategic Plan

- Belonging
- Living Wage
- Adult Learners
- Delivery
- Foundational Capability



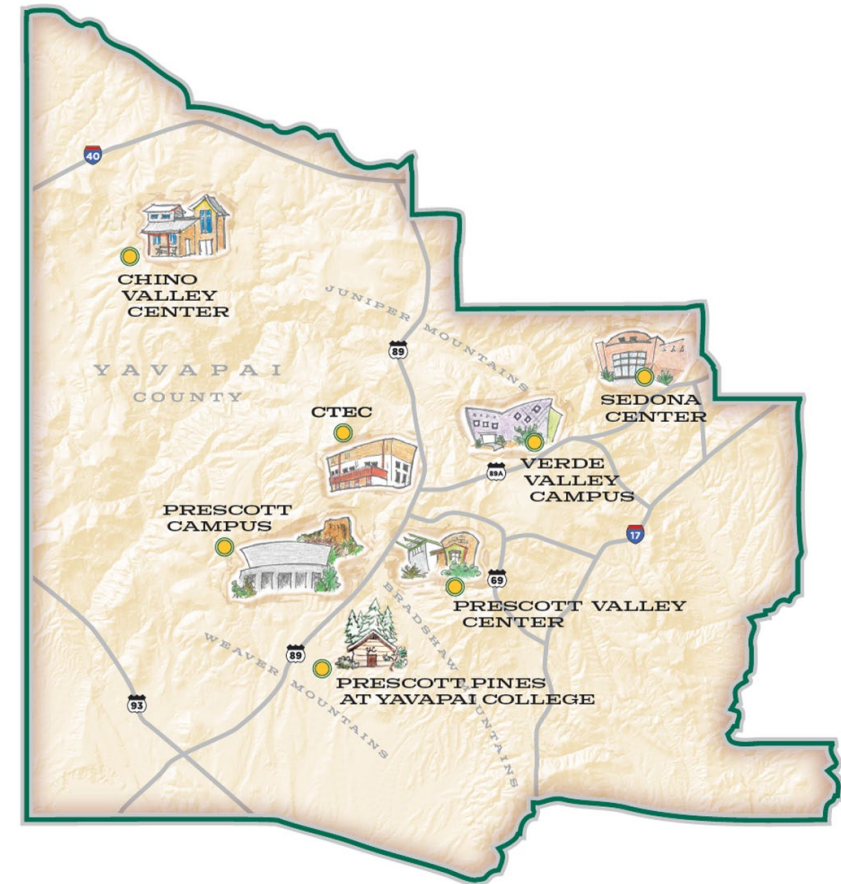
Yavapai College

Yavapai College

- **Priorities:** Education, Economic Development, Social & Cultural Opportunities
- **Mission:** YC transforms lives and strengthens the local economy through education
- **Vision:** YC ensures our community is a premier place to learn, work and live
- **Values:** Excellence, Innovation, Continuous Learning, Belonging

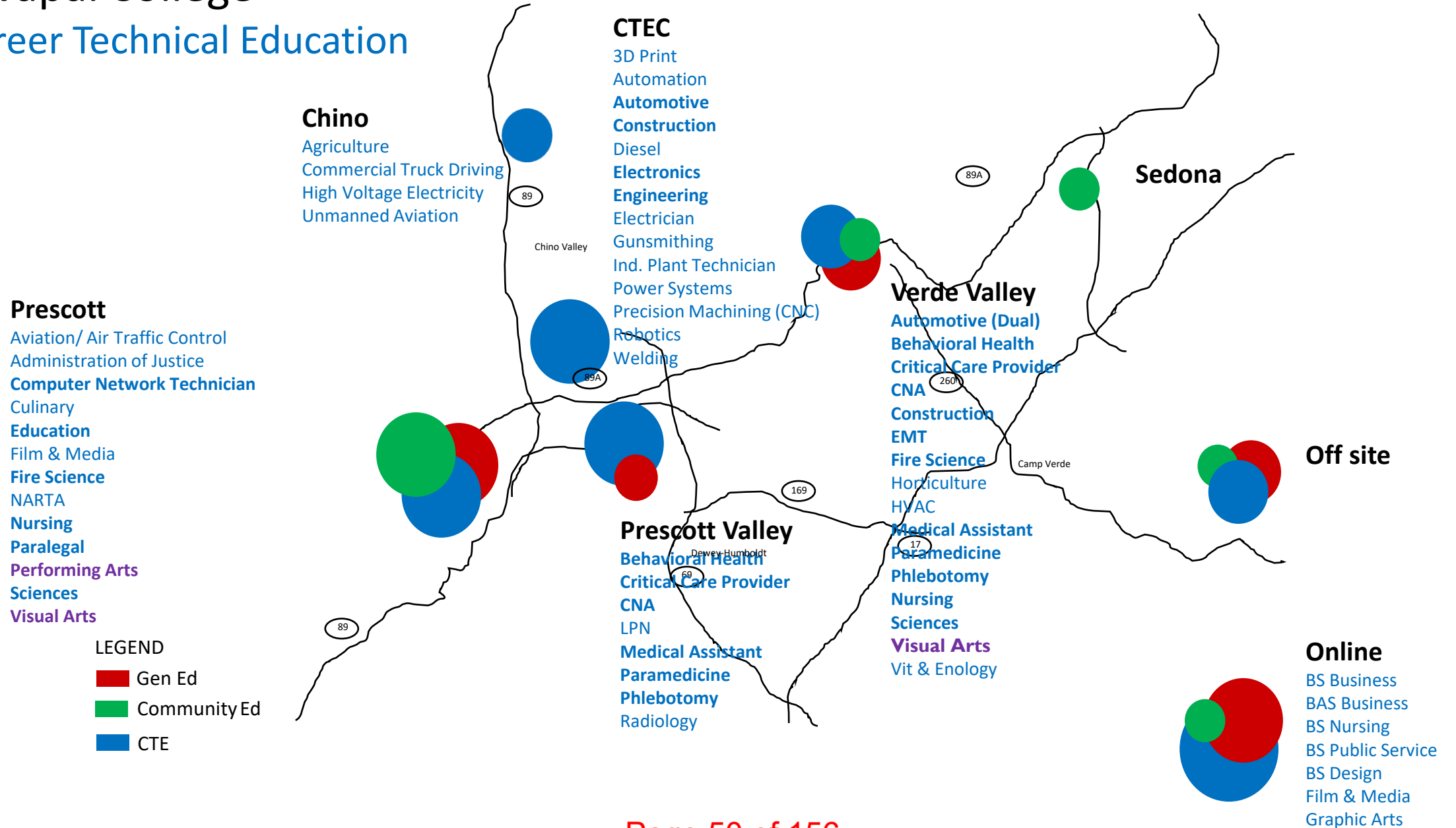
YC Profile

- 8100 sq mi service district
- >12,000 students served online, in high schools and libraries, and at 6 YC locations
- 6 Bachelors, 7 Associates and 75+ certs
- Unique programs include Aviation, Gunsmithing, NARTA (Police), Southwest Wine Center, and Osher Lifelong Learning Institute, 3-Year Baccalaureate Degrees
- Accredited by Higher Learning Commission
- >1/3 county high school graduates attend Yavapai College

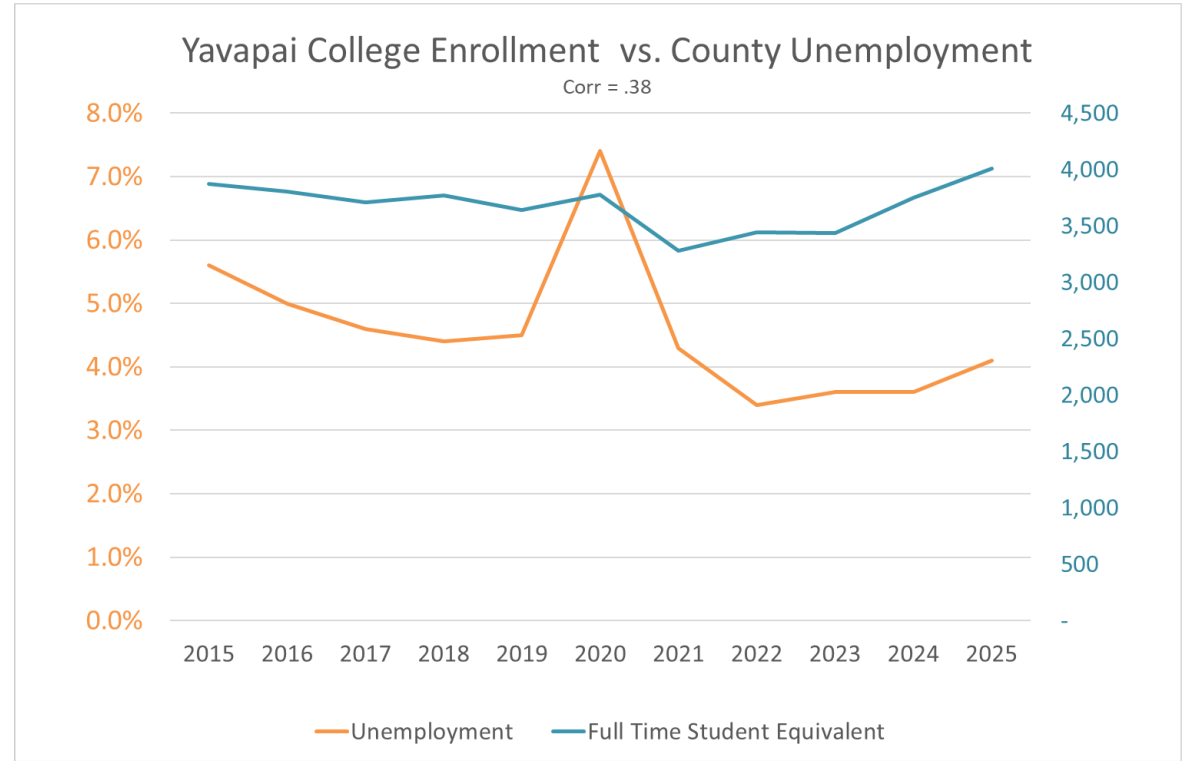
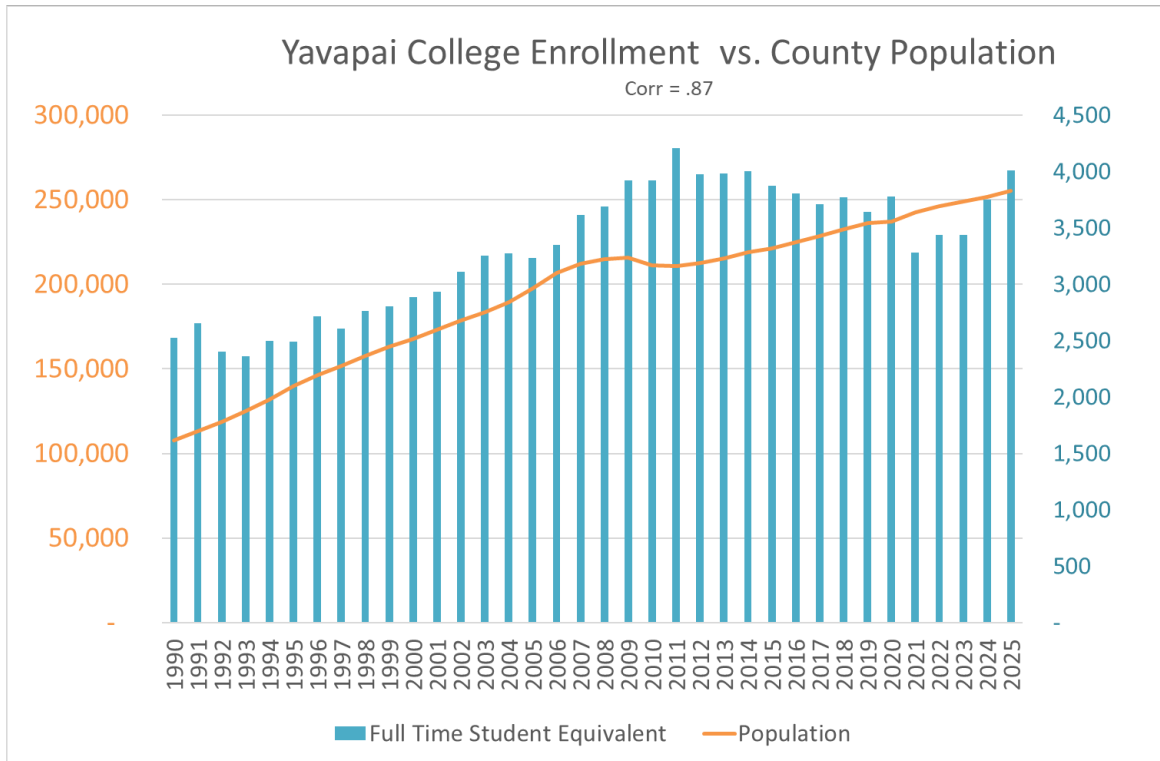


Yavapai College

Career Technical Education



Traditional Enrollment Drivers



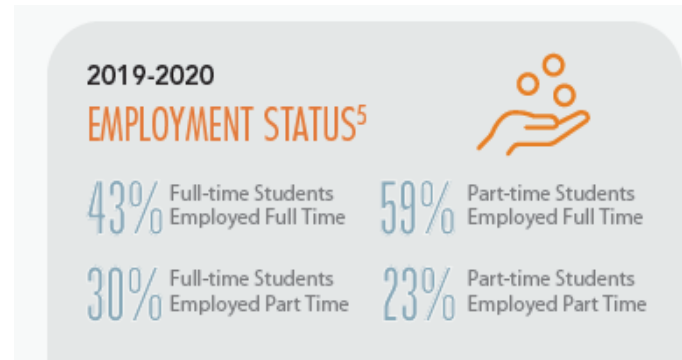
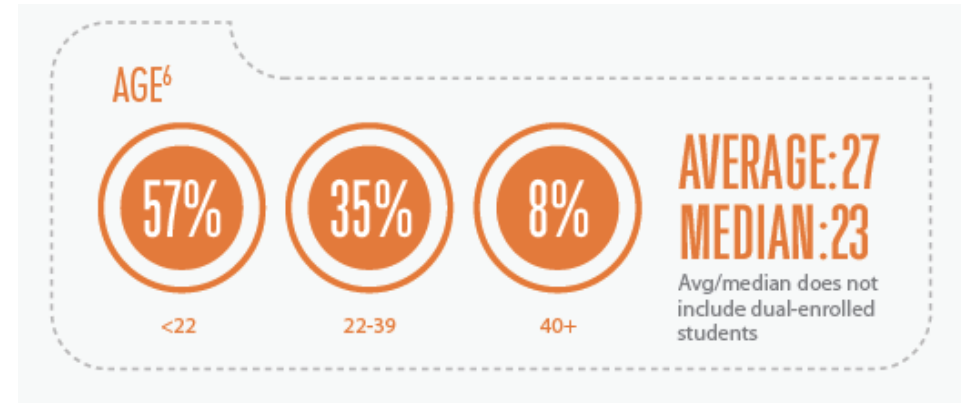
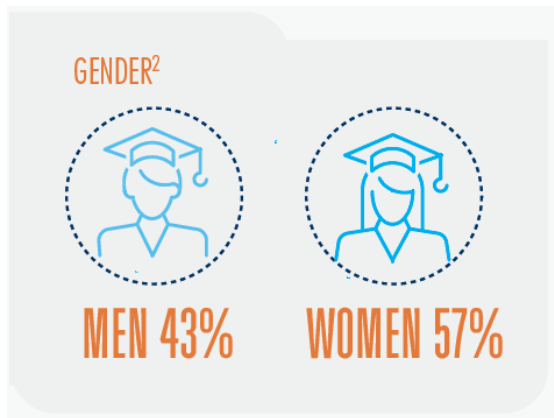
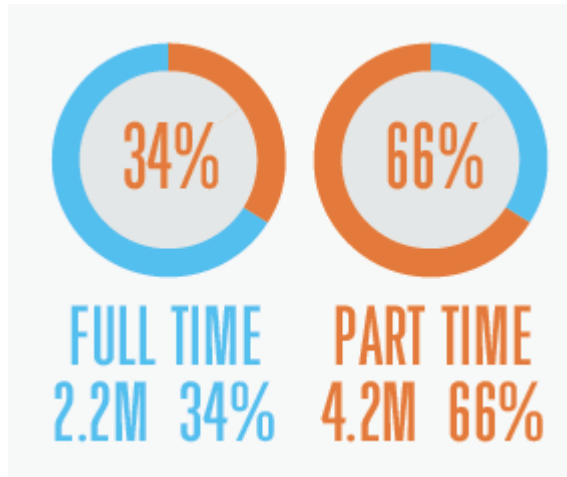
Traditional College Students



- Straight from high school (18-24)
- Full time
- No dependents
- Not working full time
- Live in dorms
- Financial support from family

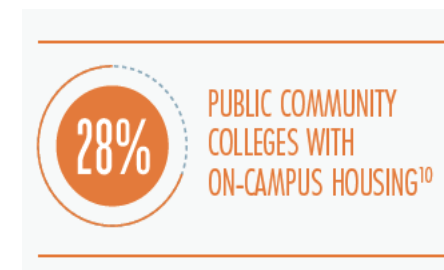


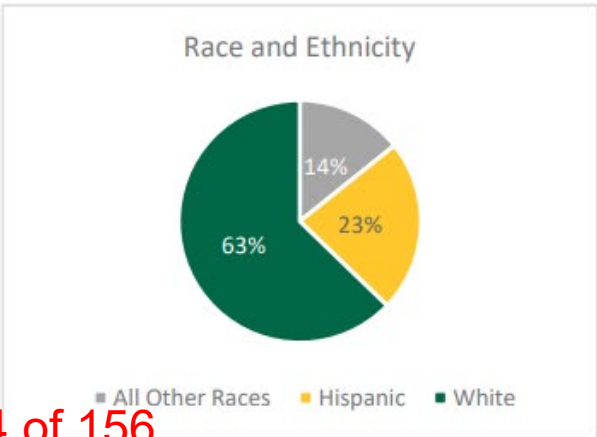
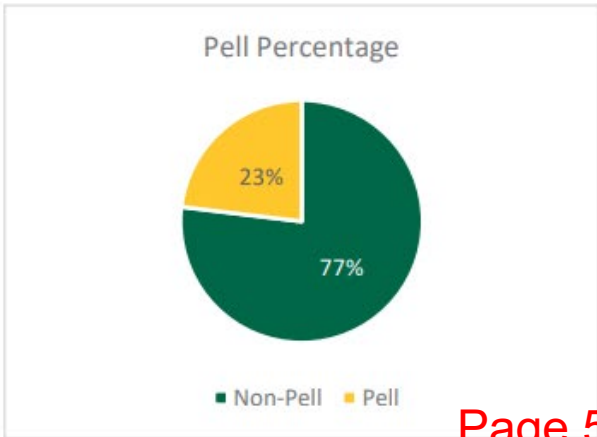
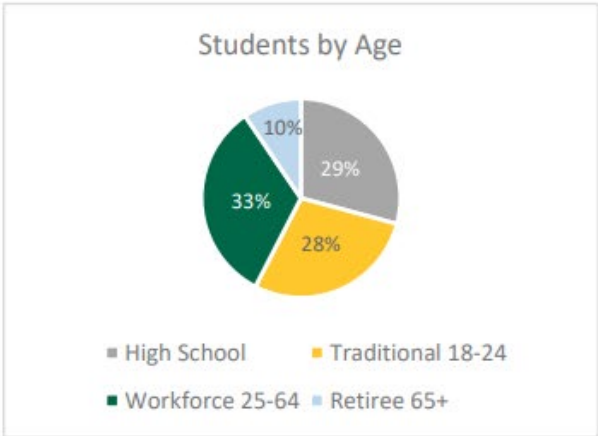
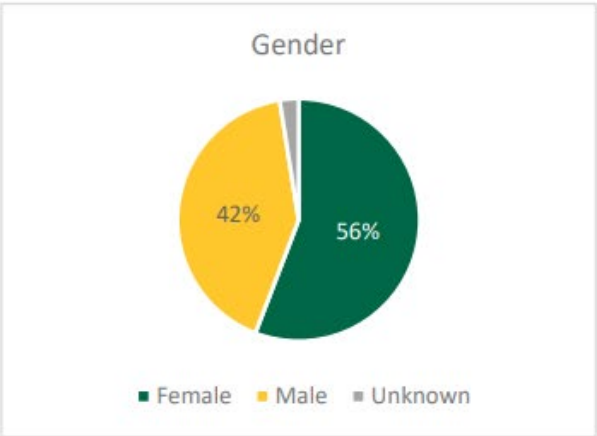
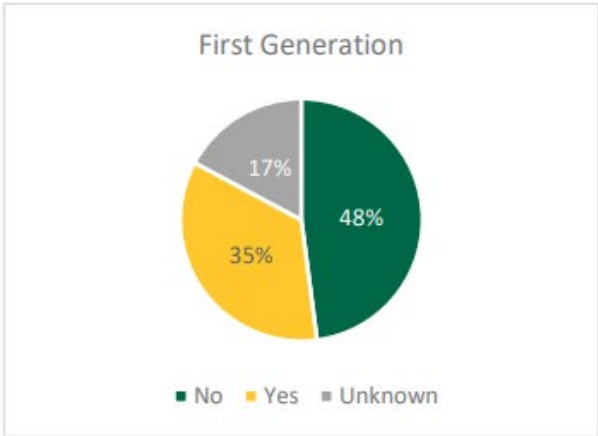
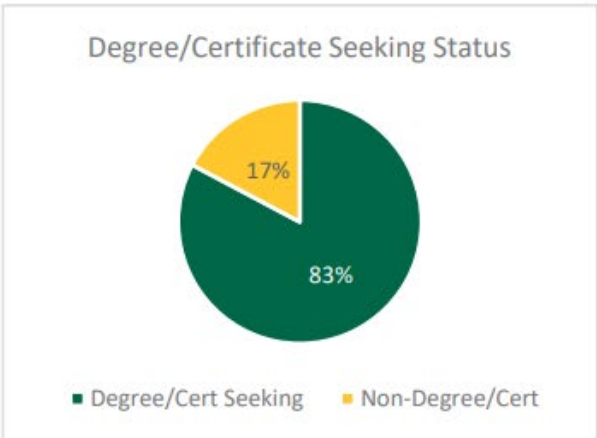
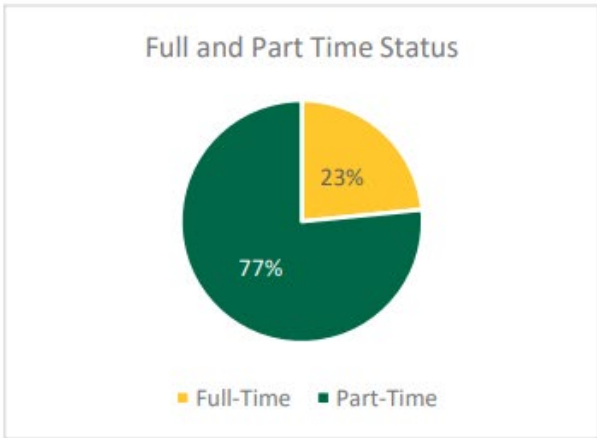
Today's Community College Students



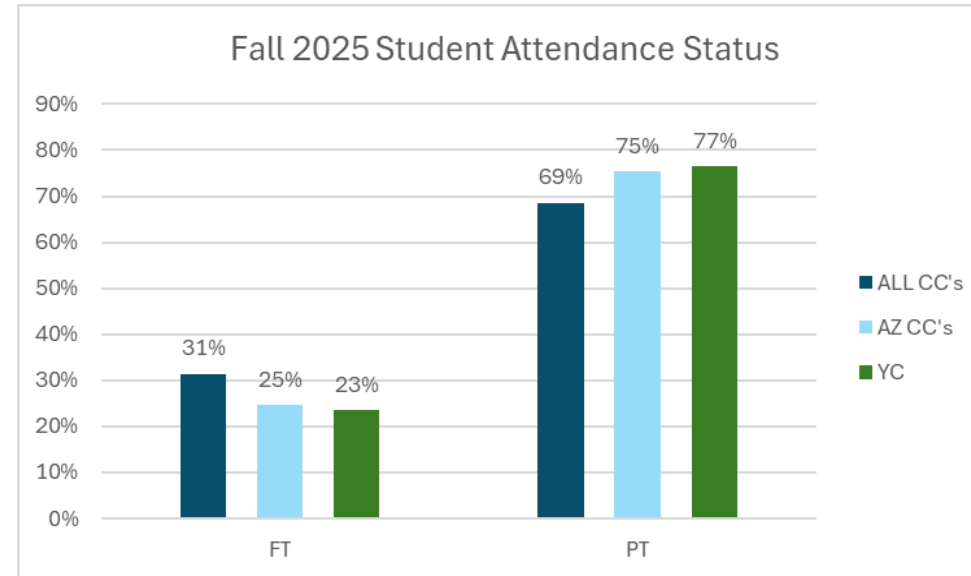
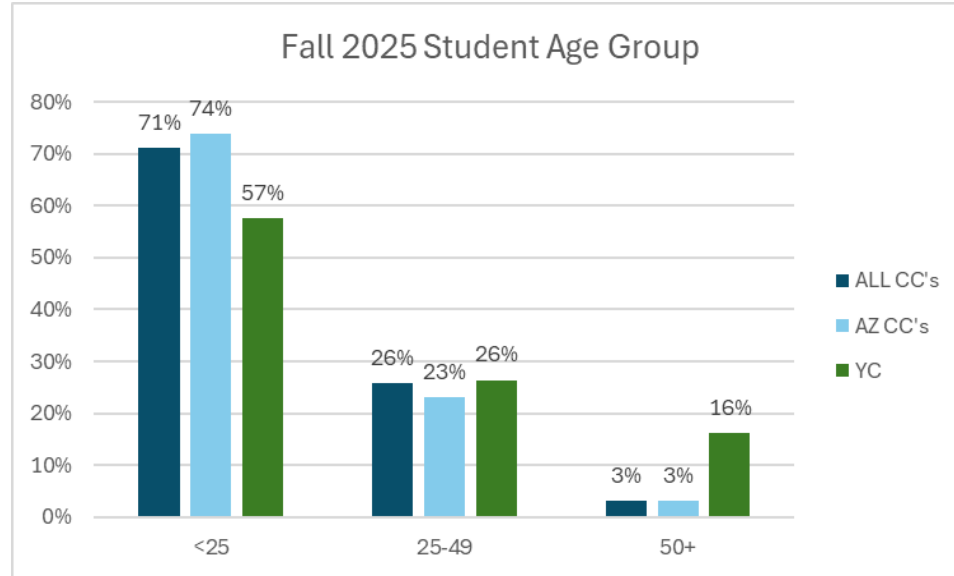
First generation to attend college 32%

Single parents 13%






Student Population Benchmarks



YC	<25	25-49	50+
Part Time	71%	72%	94%
Personal Interest	2%	13%	78%
High School Student	48%	0%	0%
Occupation Major	48%	44%	14%
Hispanic/Latino	30%	21%	6%
White	56%	65%	80%

NOTE: % Are Within Age Group



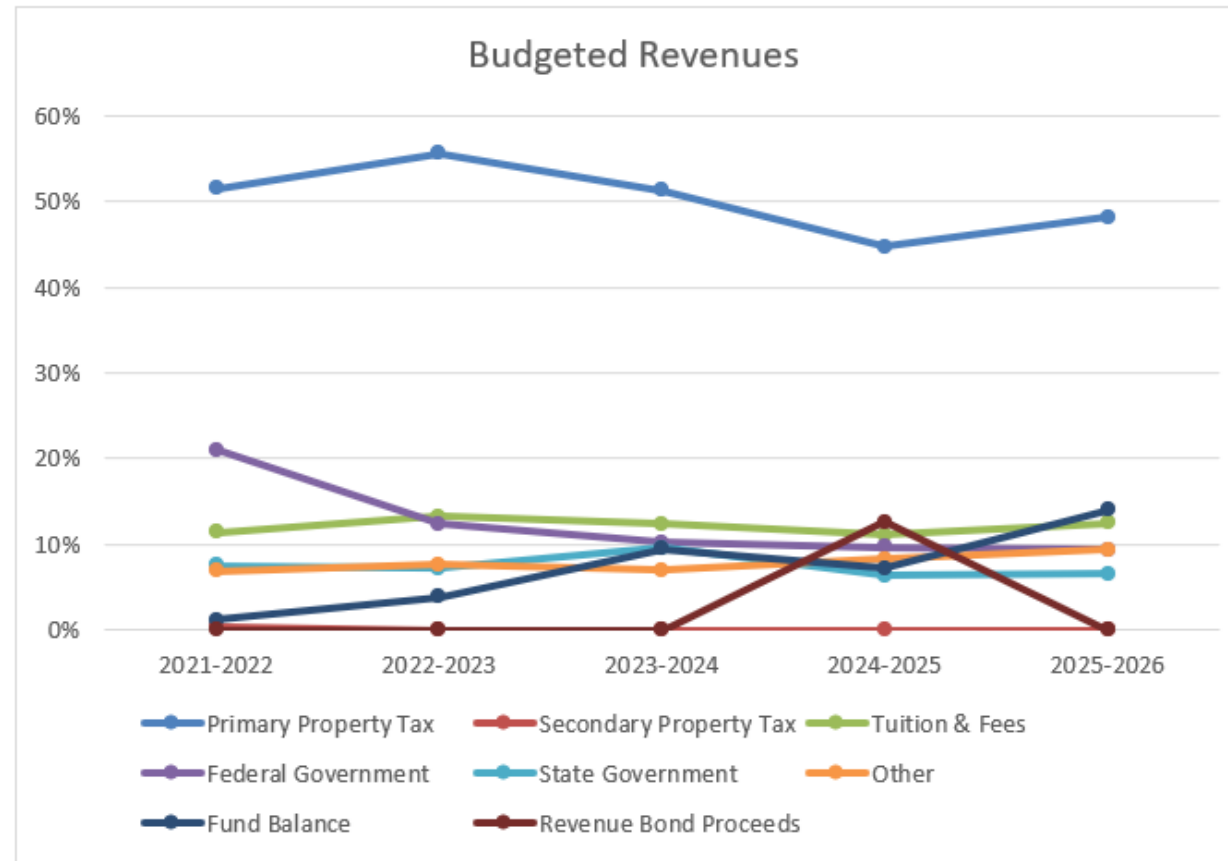
A budget is more than just revenues and expenses— it points to our values.



YC Finances Revenues



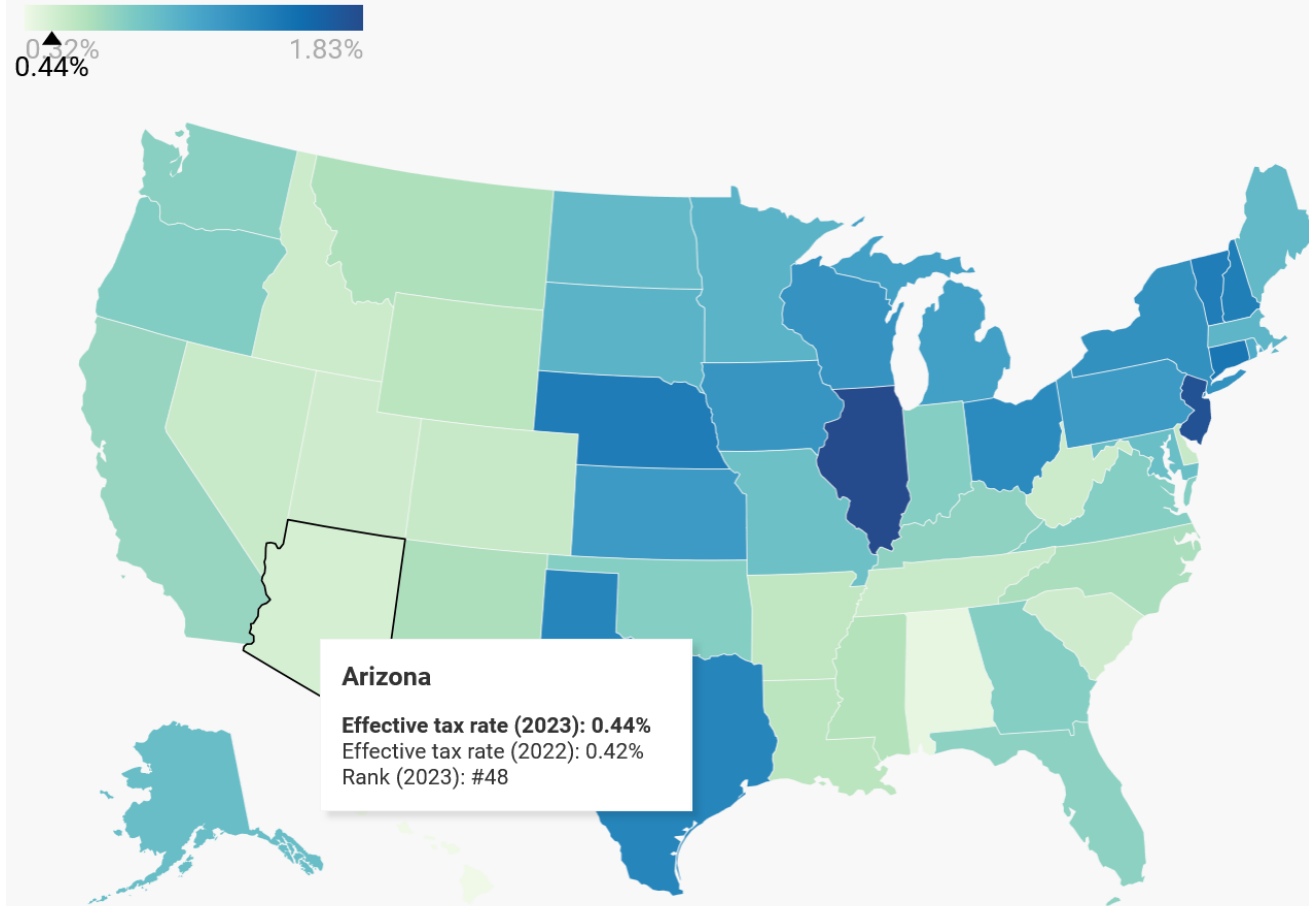
DISCUSSION OF BUDGETED REVENUES



Budgeted Revenues by Type	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	5 Yr Change
Primary Property Tax	\$ 47,924,100	\$ 49,860,100	\$ 53,455,100	\$ 56,735,800	\$ 58,045,800	21%
Secondary Property Tax	405,500	-	-	-	-	-100%
Tuition & Fees	10,574,000	11,860,000	12,896,000	14,111,000	15,042,100	42%
Federal Government	19,520,000	11,060,000	10,616,800	12,295,800	11,302,700	-42%
State Government	6,987,800	6,414,900	9,997,000	8,022,500	7,879,200	13%
Revenue Bond Proceeds	-	-	-	16,000,000	-	0%
Other	6,417,500	6,889,600	7,246,200	10,458,800	11,310,370	76%
Fund Balance	1,107,800	3,478,500	9,889,300	9,171,300	16,825,130	1419%
	\$ 92,936,700	\$ 89,663,100	\$ 104,100,400	\$ 126,795,200	\$ 120,405,300	39%

How High Are Property Taxes in Your State?

Property Taxes Paid as a Percentage of Owner-Occupied Housing Value, 2023



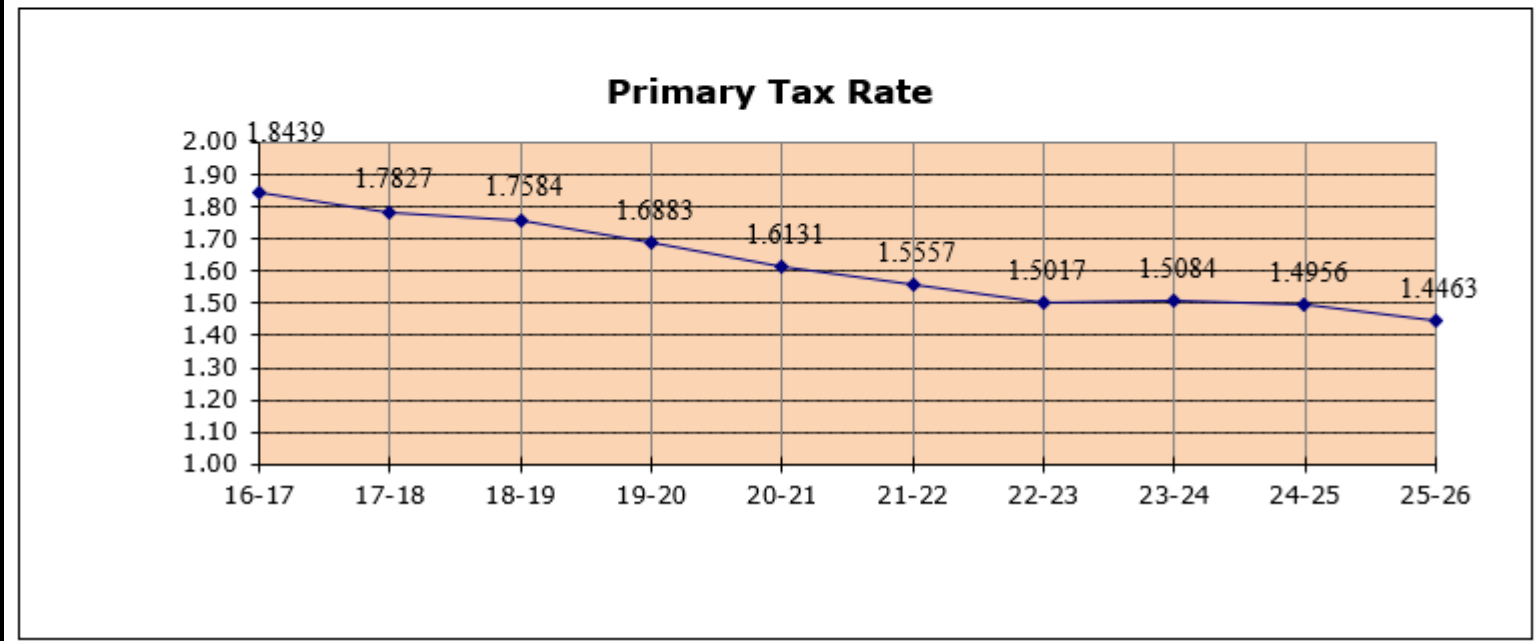
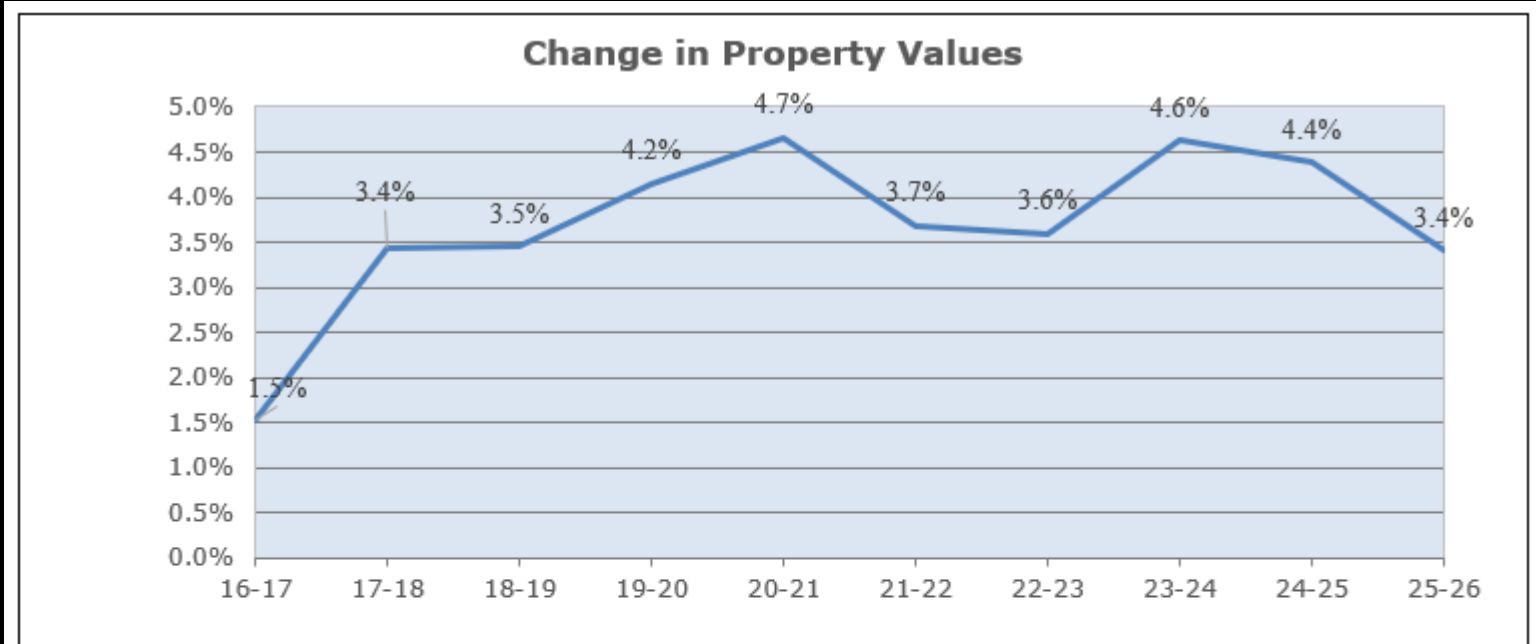
Note: The figures in this table are effective property tax rates on owner-occupied housing (total real taxes paid/total home value). As a result, the data exclude property taxes paid by businesses, renters, and others. D.C.'s rank does not affect states' ranks, but the figure in parentheses indicates where it would rank if included.

Source: US Census Bureau, 2023 American Community Survey; Tax Foundation calculations.

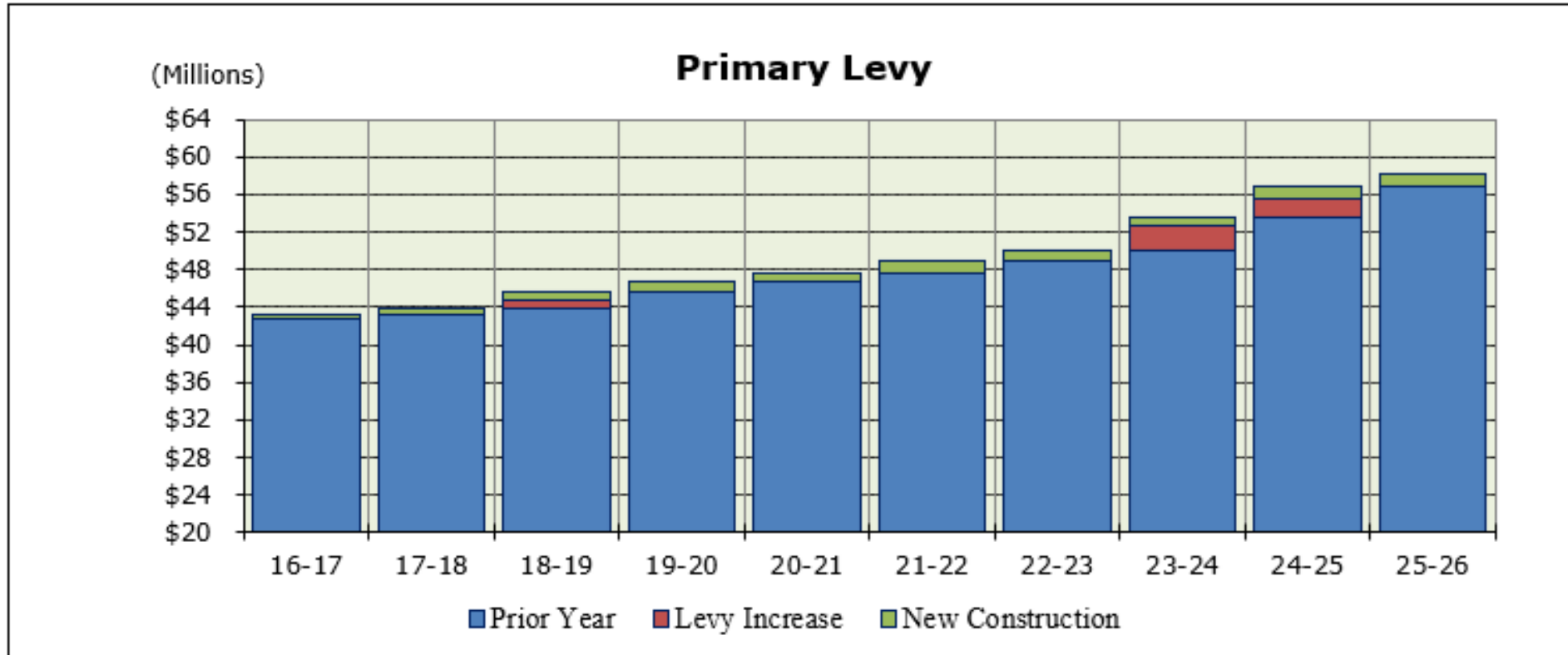
[Download Labeled Version](#)

Map: Andrey Yushkov • [Embed](#) • [Download image](#) • [Data table](#)

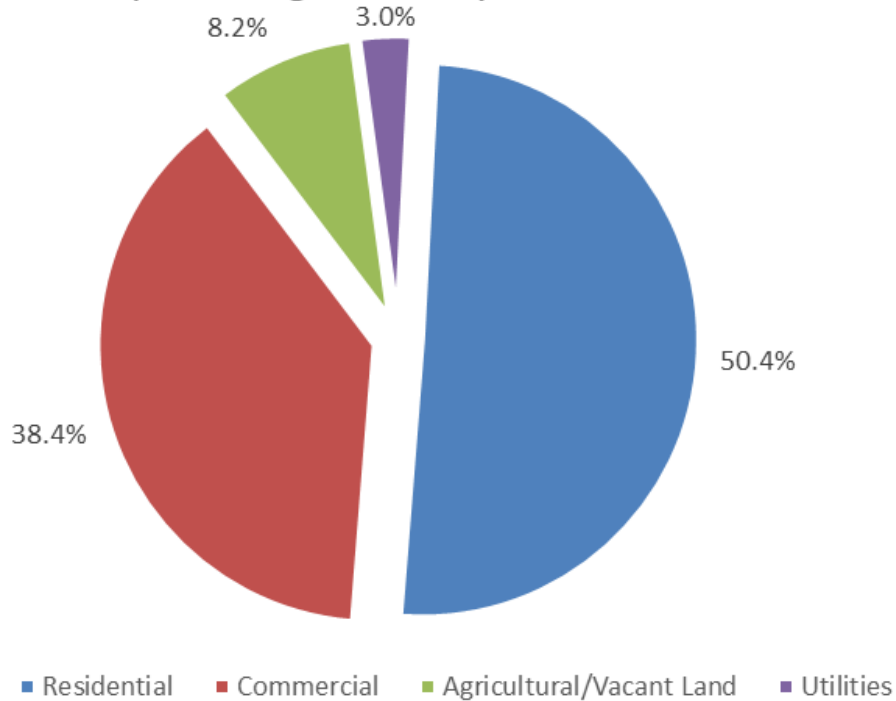
Changes in Property Value vs. Tax Rate



Property Taxes



FY26 Yavapai College Taxes by Classification



Top Taxpayers

Programs

1	Freeport McMoran	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
2	Arizona Public Service	Lineworker and Electrical Instrumentation Technology
3	Unisource Energy Corporation	Diesel, Industrial Machine Maintenance
4	Drake Cement	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
5	Transwestern Pipeline Company LLC	Welding
6	Burlington Northern Santa Fe Railway Company	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
7	Phoenix Cement Co	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
8	EL Paso Natural Gas Company	Diesel, Industrial Machine Maintenance
9	Wal-Mart	Business, Gen Ed
10	New Enchantment LLC	Business, Gen Ed

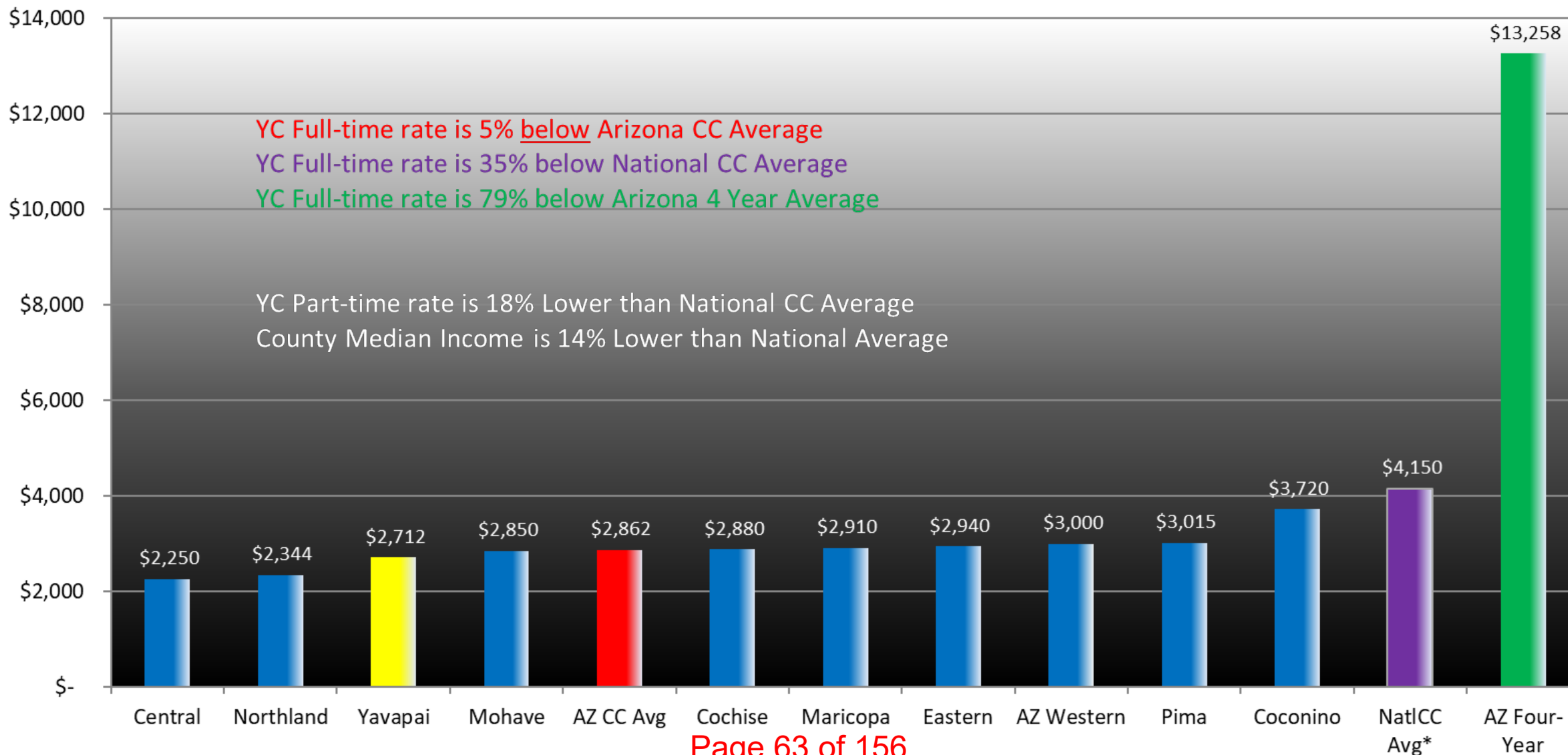
Top 50 Taxpayers

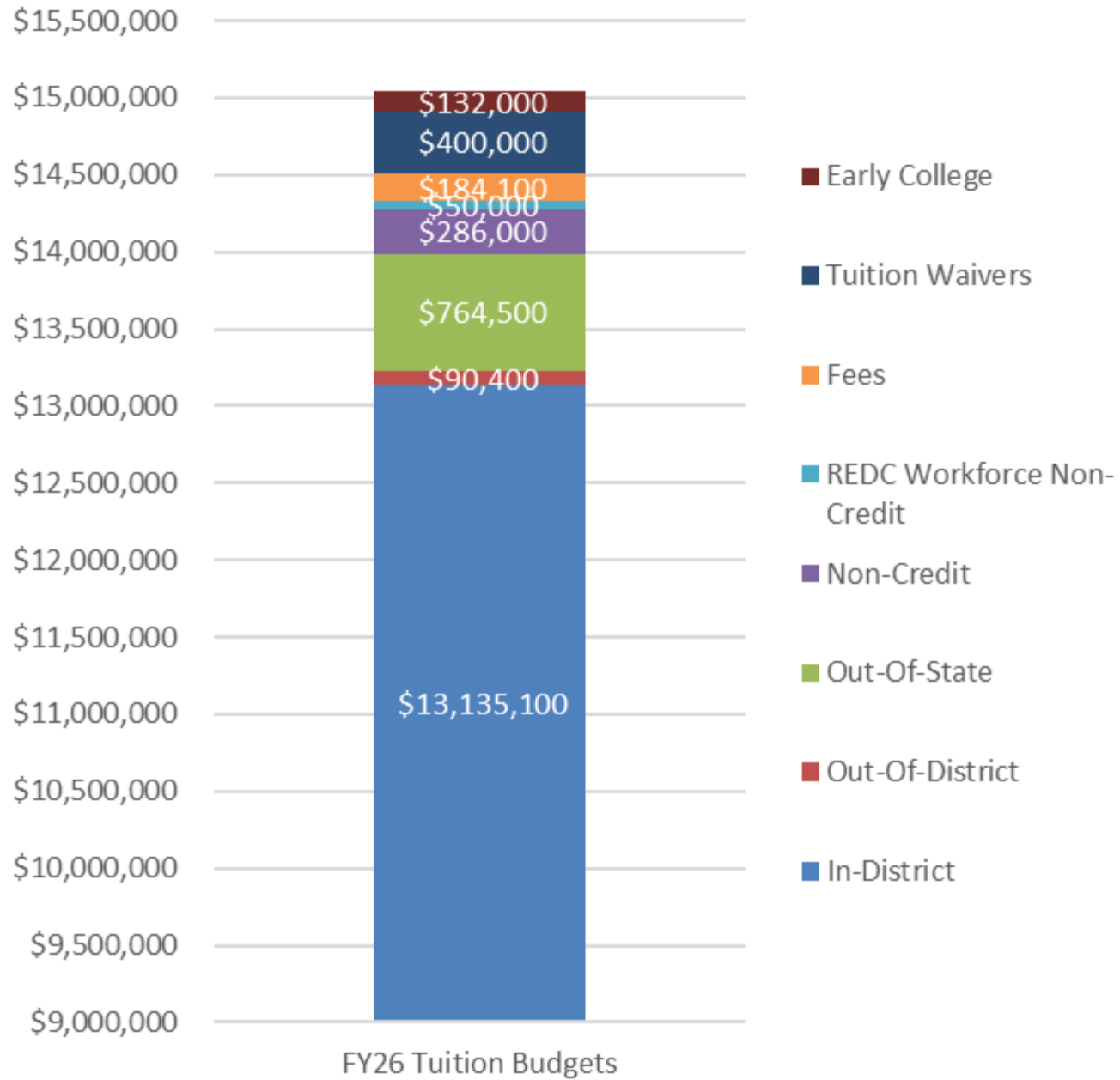
provide 13.1% of total Property Tax Revenue

Weighted Annual Tuition & General Fees

FY2025-26

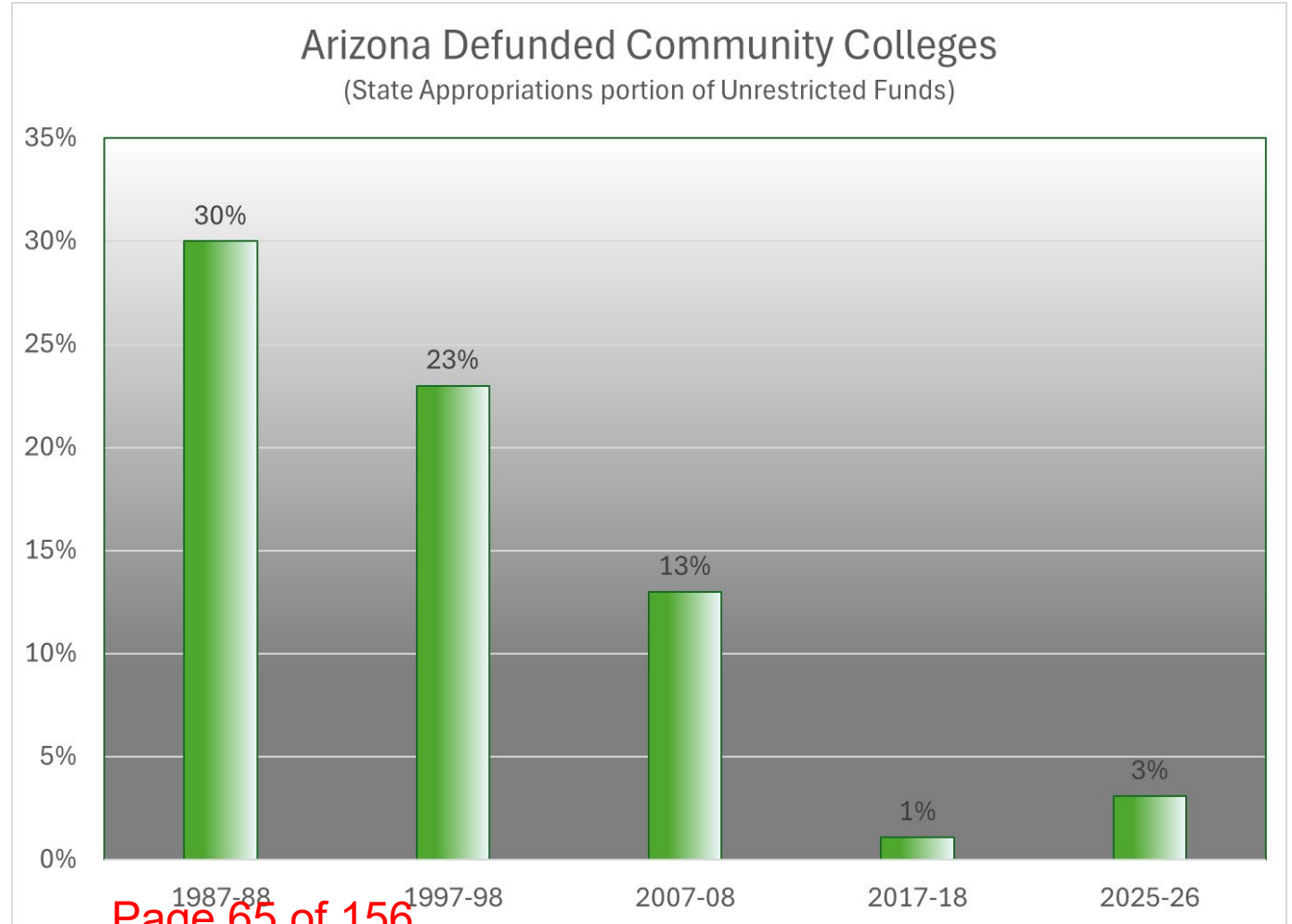
Full Time - 30 Credits





Revenue Sources

- Property Tax
- Tuition
- State

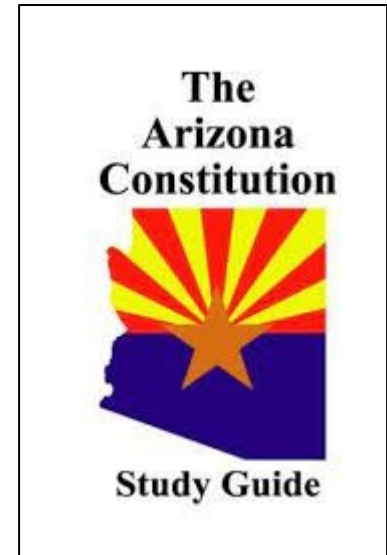


Unrestricted State Support

STATE APPROPRIATIONS

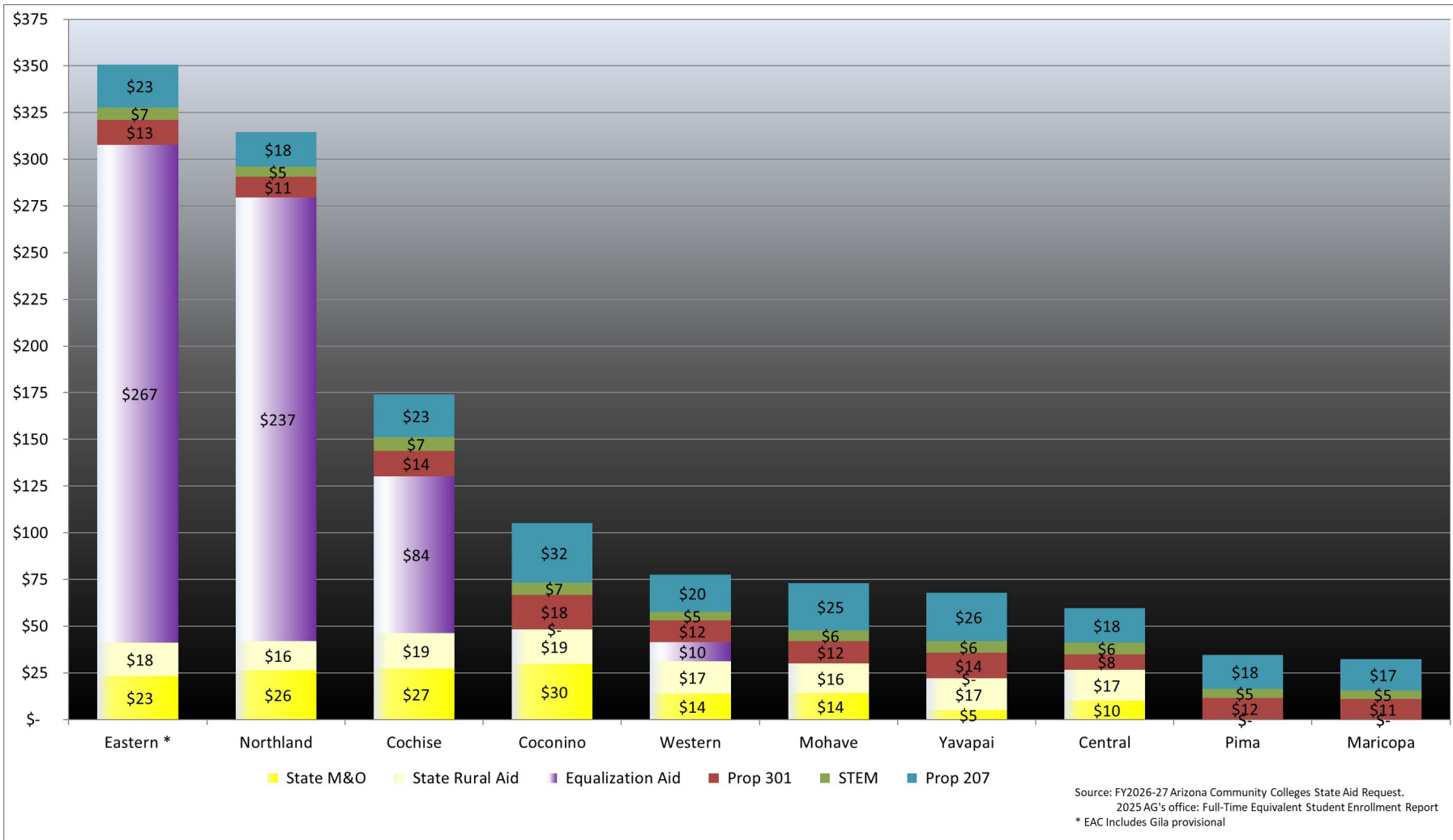
Maintenance Support	\$	555,900
Rural Community College Aid - One Time		-
Rural Community College Aid - Recurring		1,833,600
Sub-total State Appropriations	\$	<u>2,389,500</u>

3%



“The university and all other state educational institutions shall be... as nearly free as possible.”

--Article 11, Section 6



FY26

Total State Support for Community Colleges Per Student Credit Hour

Expenses



Expenditures by Fund	SUMMARY OF EXPENSE DATA				
	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Current Funds					
Current General Fund - Unrestricted	\$ 57,724,900	\$ 64,025,200	\$ 65,974,600	\$ 1,949,400	3.0%
Auxiliary Enterprises	7,307,000	8,451,900	9,106,600	654,700	7.7%
Sub-Total Current Funds - Unrestricted	\$ 65,031,900	\$ 72,477,100	\$ 75,081,200	\$ 2,604,100	3.6%
Current Funds - Restricted	17,256,300	20,152,600	21,772,500	1,619,900	8.0%
TOTAL CURRENT FUNDS	\$ 82,288,200	\$ 92,629,700	\$ 96,853,700	\$ 4,224,000	4.6%
Plant Funds					
Unexpended Plant Fund	\$ 19,967,800	\$ 31,745,500	\$ 21,973,700	\$ (9,771,800)	-30.8%
Retirement of Indebtedness	1,258,600	2,416,800	1,577,900	(838,900)	-34.7%
TOTAL PLANT FUNDS	\$ 21,226,400	\$ 34,162,300	\$ 23,551,600	\$ (10,610,700)	-31.1%
GRAND TOTAL - CURRENT & PLANT FUNDS	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

5 Funds



SUMMARY OF EXPENSE DATA

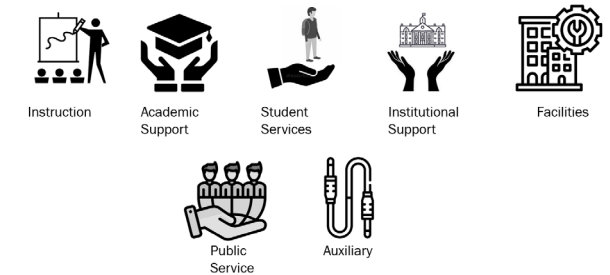
Expenditures by Fund	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Current Funds					
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GRAND TOTAL - CURRENT & PLANT FUNDS	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

Expenditures by Program	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Instruction	\$ 27,799,300	\$ 30,659,900	\$ 29,777,200	\$ (882,700)	-2.9%
Public Service	3,880,900	5,816,700	5,454,500	(362,200)	-6.2%
Academic Support	5,868,400	6,782,800	6,673,700	(109,100)	-1.6%
Student Services	12,240,800	13,520,900	12,952,800	(568,100)	-4.2%
Institutional Support/Administration	13,338,600	16,676,700	17,171,800	495,100	3.0%
Physical Plant Operations/Maintenance	26,073,000	32,647,500	29,801,300	(2,846,200)	-8.7%
Scholarships	9,288,200	9,766,100	9,547,400	(218,700)	-2.2%
Auxiliary	3,766,800	4,939,200	5,527,300	588,100	11.9%
Retirement of Indebtedness	1,258,600	2,466,800	1,577,900	(888,900)	-36.0%
Contingency	-	3,515,400	1,921,400	(1,594,000)	-45.3%
TOTAL BUDGET	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

5 Funds



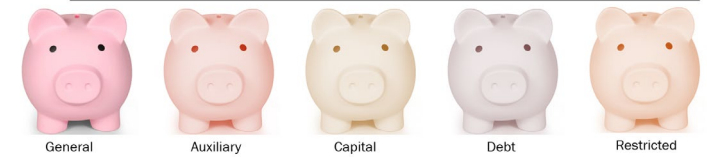
7 Programs



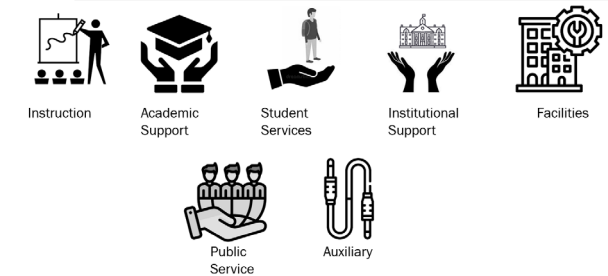
SUMMARY OF EXPENSE DATA

Expenditures by Fund	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Current Funds					
Current General Fund - Unrestricted	\$ 57,724,900	\$ 64,025,200	\$ 65,974,600	\$ 1,949,400	3.0%
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Plant Funds					
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Retirement of Indebtedness	1,258,600	2,416,800	1,577,900	(838,900)	-34.7%
TOTAL PLANT FUNDS	\$ 21,226,400	\$ 34,162,300	\$ 23,551,600	\$ (10,610,700)	-31.1%
GRAND TOTAL - CURRENT & PLANT FUNDS	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%
Expenditures by Program	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Instruction	\$ 27,799,300	\$ 30,659,900	\$ 29,777,200	\$ (882,700)	-2.9%
Public Service	3,880,900	5,816,700	5,454,500	(362,200)	-6.2%
Academic Support	5,868,400	6,782,800	6,673,700	(109,100)	-1.6%
Student Services	12,240,800	13,520,900	12,952,800	(568,100)	-4.2%
Institutional Support/Administration	13,338,600	16,676,700	17,171,800	495,100	3.0%
Physical Plant Operations/Maintenance	26,073,000	32,647,500	29,801,300	(2,846,200)	-8.7%
Scholarships	9,288,200	9,766,100	9,547,400	(218,700)	-2.2%
Auxiliary	3,766,800	4,939,200	5,527,300	588,100	11.9%
Retirement of Indebtedness	1,258,600	2,466,800	1,577,900	(888,900)	-36.0%
Contingency	-	3,515,400	1,921,400	(1,594,000)	-45.3%
TOTAL BUDGET	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%
Expenditures by Natural Expense	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Salaries and Benefits	\$ 56,228,400	\$ 61,594,900	\$ 63,349,300	\$ 1,754,400	2.8%
Supplies and Other	15,664,400	20,538,700	22,040,000	1,501,300	7.3%
Scholarships	9,288,200	9,766,100	9,547,400	(218,700)	-2.2%
Capital Projects and Equipment	21,075,000	28,960,100	21,969,300	(6,990,800)	-24.1%
Debt payments	1,258,600	2,416,800	1,577,900	(838,900)	-34.7%
Contingency	-	3,515,400	1,921,400	(1,594,000)	-45.3%
Total	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

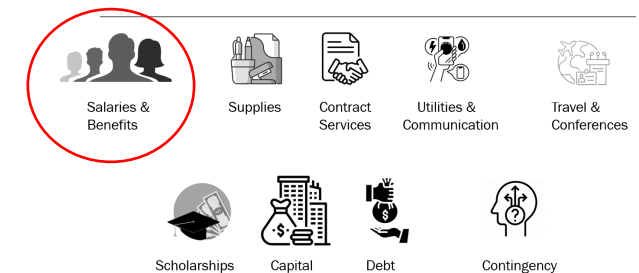
5 Funds



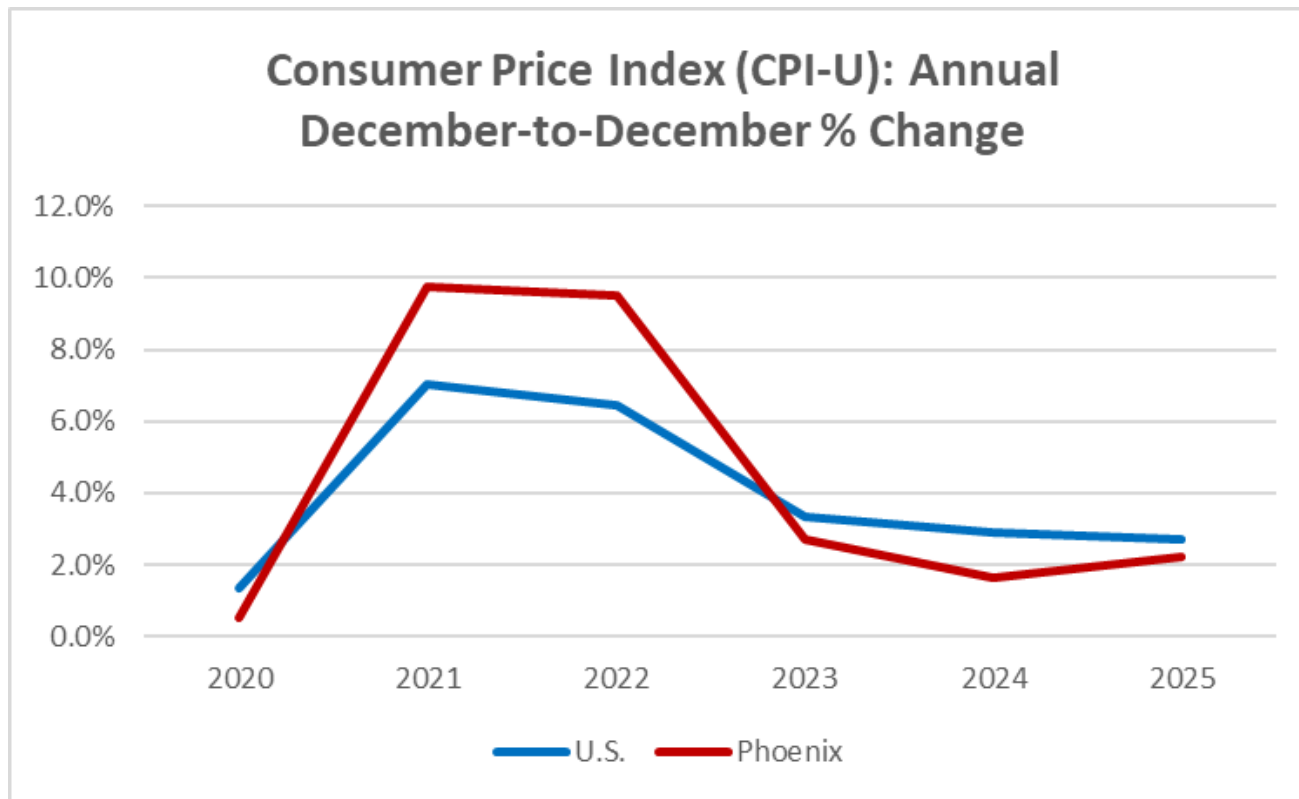
7 Programs



9 Natural Expenses

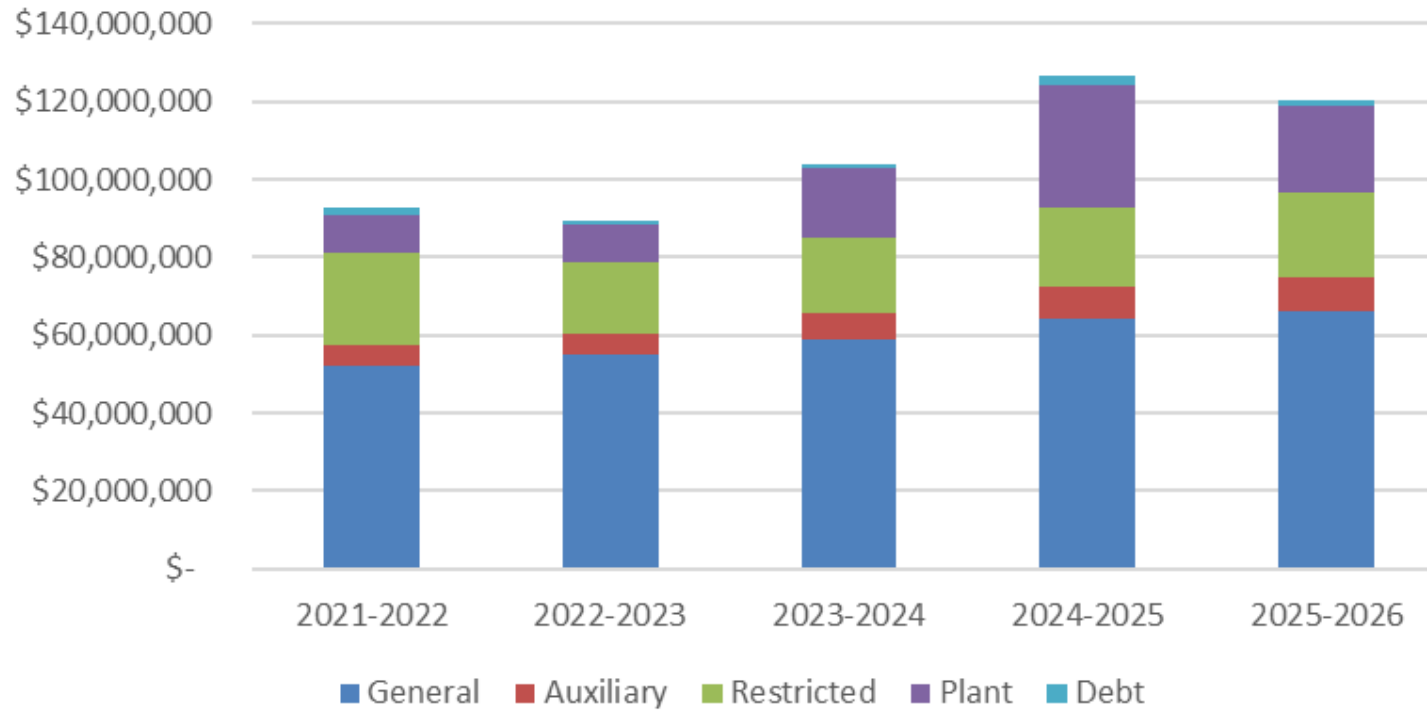


5 Year Inflation



28.1%

All Budgeted Expenditures by Fund

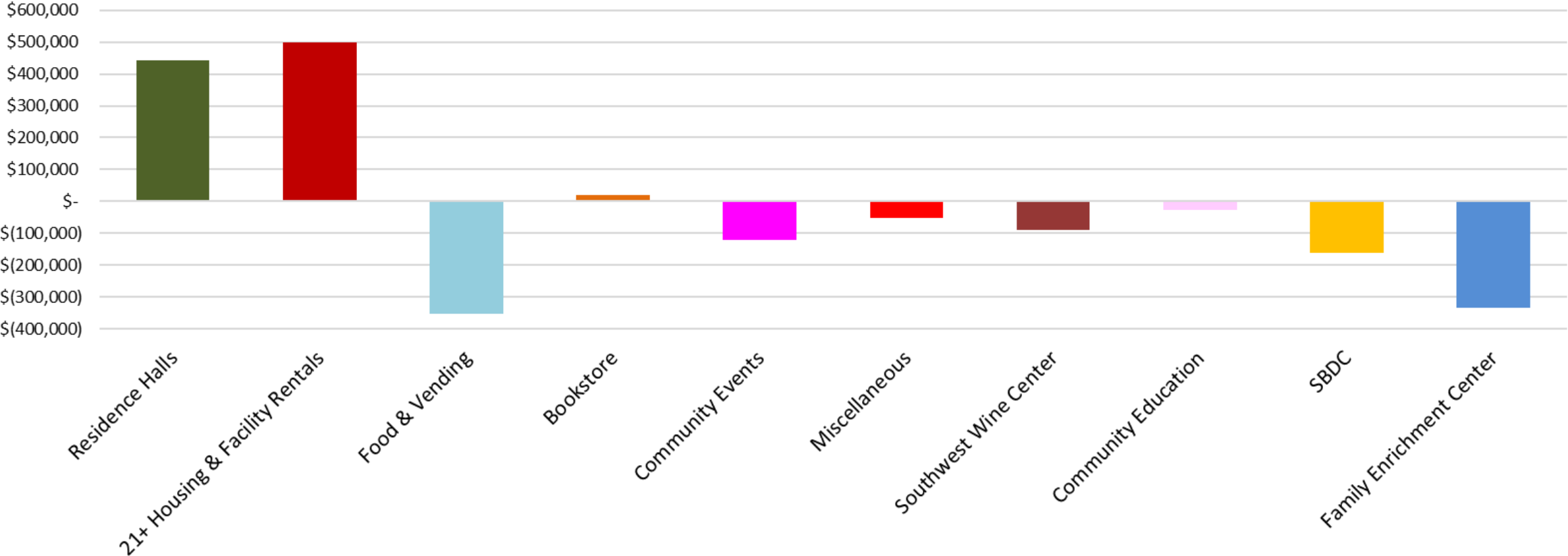


All Budgeted Expenditures by Fun	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	5 Yr %
General	\$ 52,034,800	\$ 54,908,300	\$ 59,010,200	\$ 64,025,200	\$ 65,974,600	26.8%
Auxiliary	5,368,200	5,543,100	6,560,200	8,451,900	9,106,600	69.6%
Restricted	23,618,500	18,448,100	19,242,800	20,152,600	21,772,500	-7.8%
Plant	9,654,300	9,405,500	18,028,600	31,745,500	21,973,700	127.6%
Debt	2,260,900	1,258,100	1,258,600	2,416,800	1,577,900	-30.2%
	\$ 92,936,700	\$ 89,563,100	\$104,100,400	\$126,792,000	\$120,405,300	29.6%

Auxiliaries Budgeted Surplus/(Deficit)

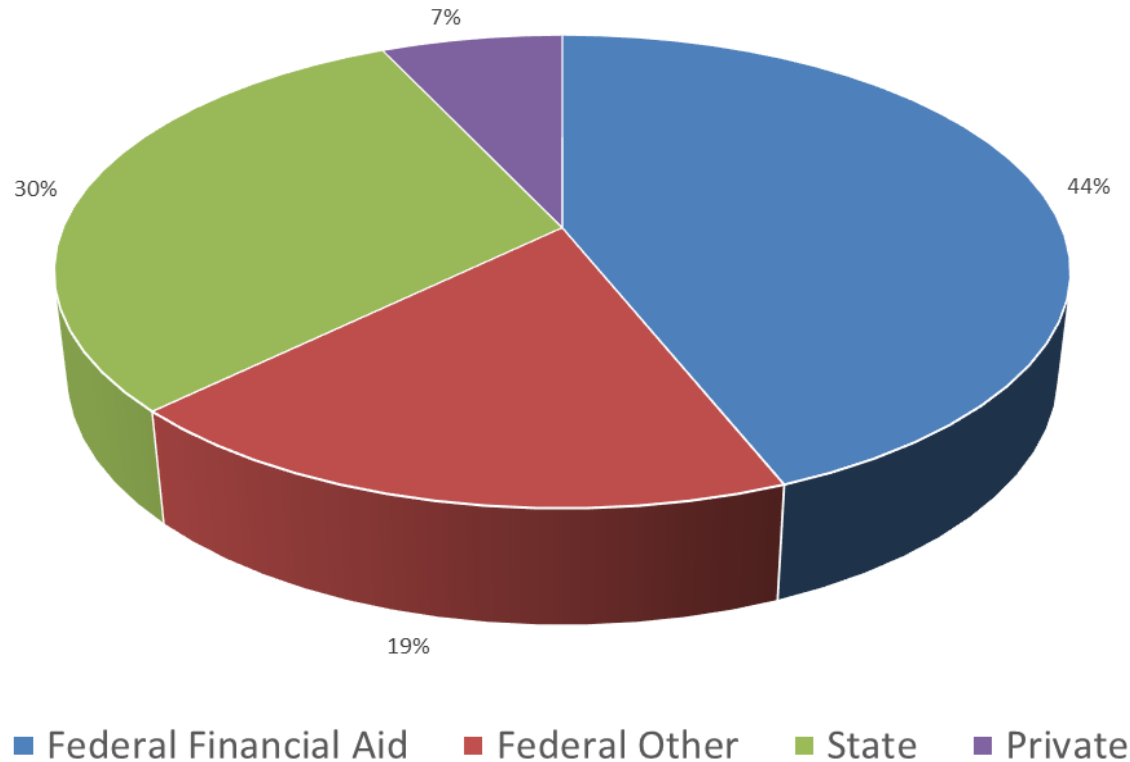
Without Overhead Allocation

FY2025-26



Restricted Fund

Restricted Revenue by Source



**2025-2026
Proposed**

Federal Grants and Contracts	
U.S. DOE - Student Support Services	\$ 83,800
U.S. DOE - Adult Education	496,800
U.S. DOE - Financial Aid Cluster	7,939,300
U.S. DOE - Vocational Education	274,900
U.S. DOE - Open Text Rural AZ	25,000
U.S. DOL - QUEST Workforce & Jobs	390,000
U.S. DOL - FastTrack to LPN Grant	210,000
U.S. DOL - Workforce Innovation & Oppor. Act	939,000
U.S. DHHS - Substance Abuse Prevention	-
U.S. DA - Rural Business Development	124,100
U.S. Small Business Administration	249,500
Other	570,300
Subtotal	\$ 11,302,700
State Grants and Contracts	
AZ DOE - Adult Education	\$ 174,500
AZ DHS - Health/Wellness Nursing Initiative	-
AZ DES - Childcare	-
Other	73,000
Subtotal	\$ 247,500
Private Gifts, Grants and Contracts	
Bernard Osher Foundation	\$ 114,700
Yavapai College Foundation	878,000
Freeport-McMoRan	105,000
Other	148,500
Subtotal	\$ 1,246,200
OTHER REVENUES AND ADDITIONS	
Prop. 301 Workforce Development	\$ 1,562,000
Prop. 207 Workforce Development/STEM	2,970,000
State Appropriation - STEM Workforce Programs	710,200
Subtotal	\$ 5,242,200

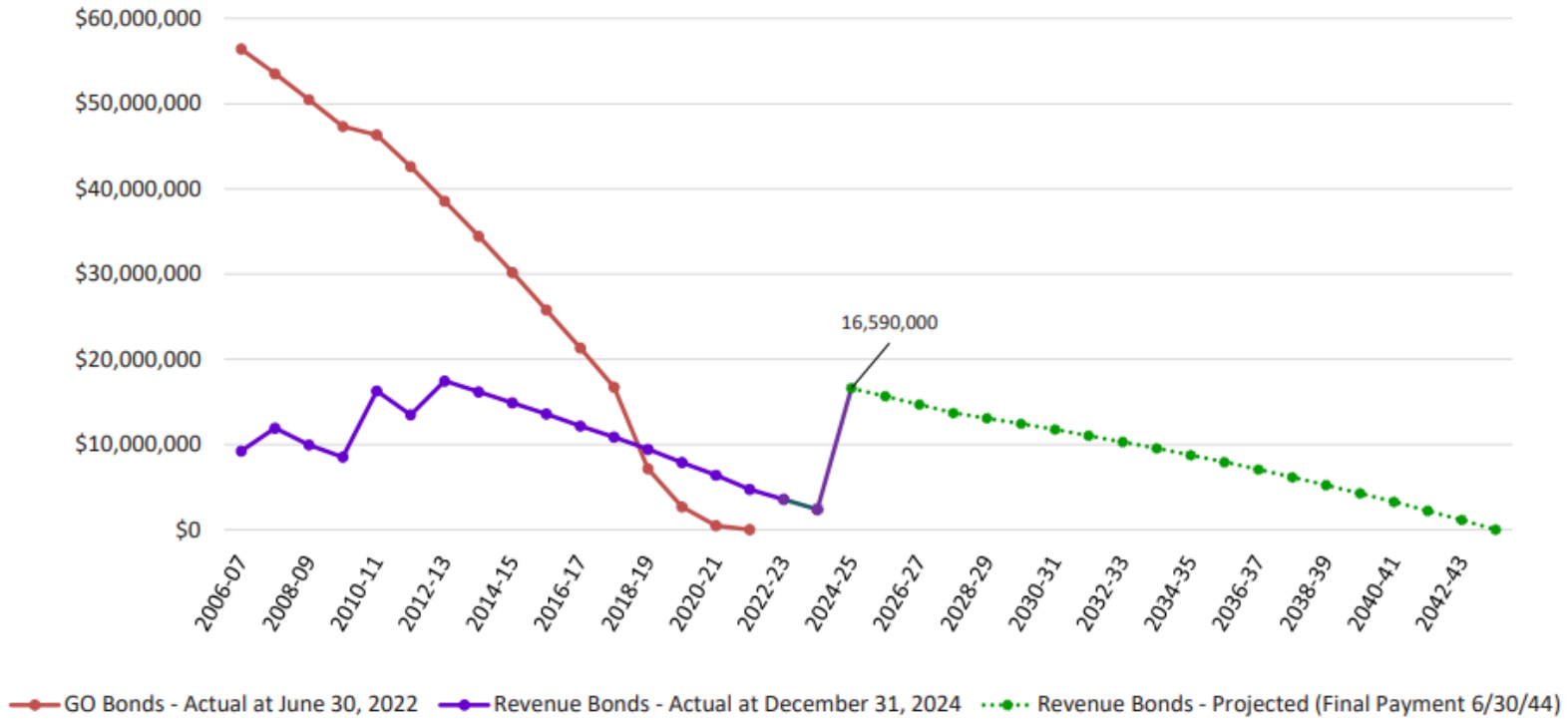
Plant Fund Analysis

Capital Investments

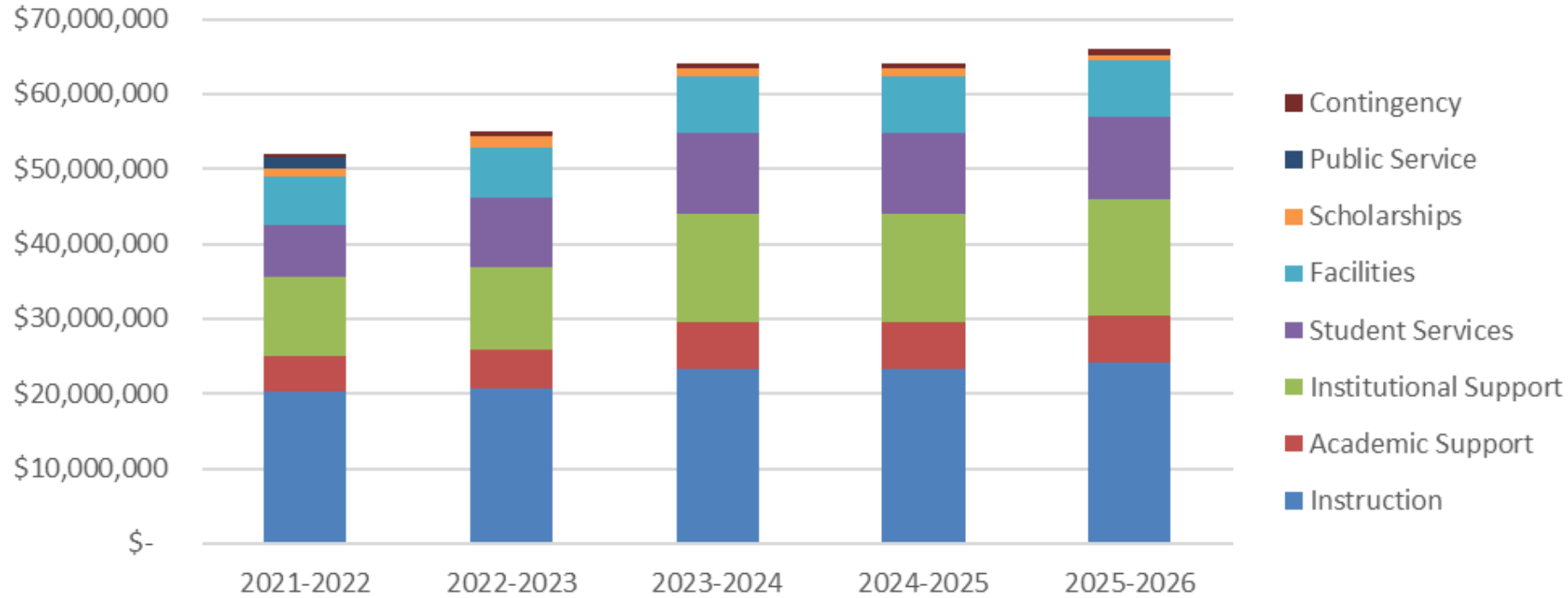
Planned Maintenance	\$4.5M
Unplanned	\$.3M
Capital Improvement	\$13.1M
Equipment	\$2.0M
Furniture, Fixtures & Equipment	\$.3M
ERP Software upgrade	\$.9M
Contingency	\$.9M



Long Term Debt Actual and Projected Principal Payments



General Fund Budget by Program

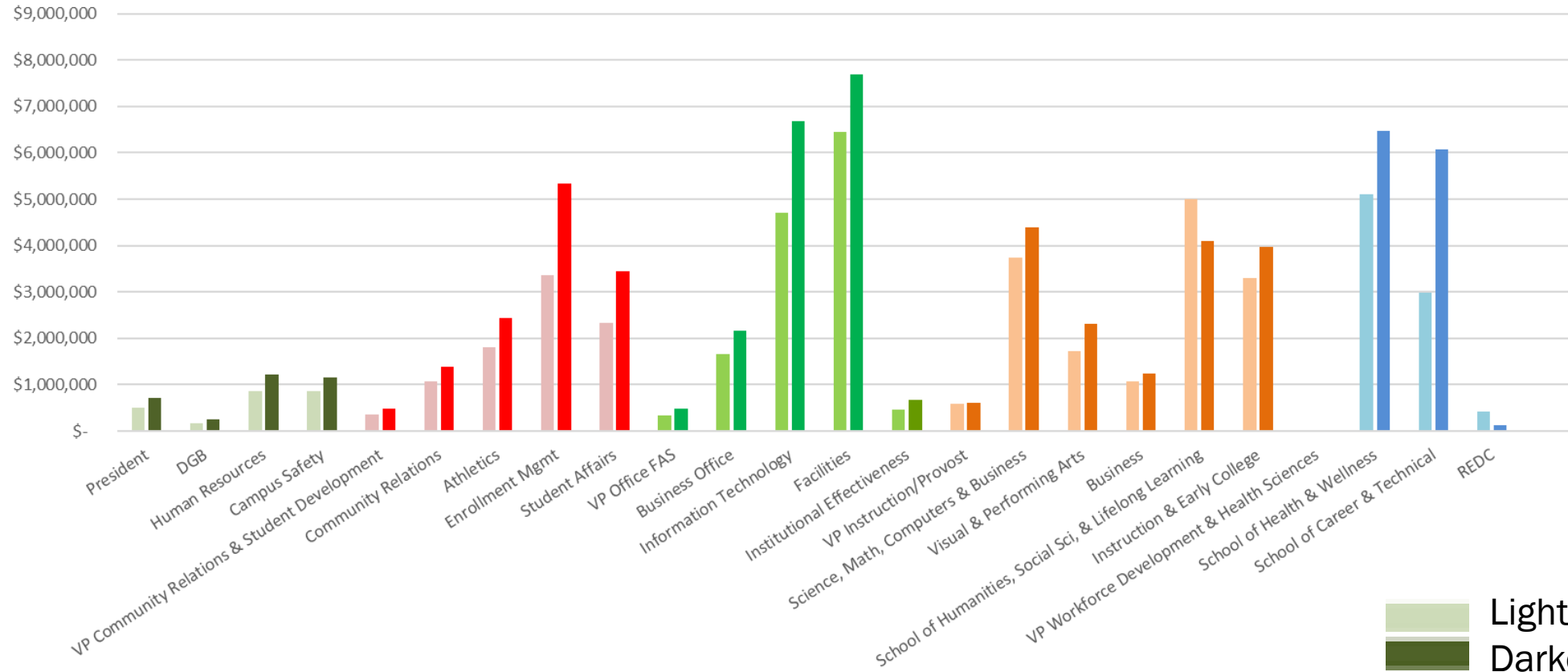


General Fund Expense Budget by Program	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	5 Yr %
Instruction	\$ 20,306,400	\$ 20,751,600	\$ 23,308,900	\$ 23,308,900	\$ 24,154,100	19%
Academic Support	\$ 4,740,800	\$ 5,065,600	\$ 6,252,400	\$ 6,252,400	\$ 6,274,500	32%
Institutional Support	\$ 10,482,900	\$ 11,083,400	\$ 14,404,600	\$ 14,404,600	\$ 15,483,200	48%
Student Services	\$ 6,943,700	\$ 9,222,800	\$ 10,842,600	\$ 10,842,600	\$ 10,930,600	57%
Facilities	\$ 6,542,400	\$ 6,832,500	\$ 7,473,500	\$ 7,473,500	\$ 7,654,200	17%
Scholarships	\$ 1,013,200	\$ 1,409,900	\$ 1,085,800	\$ 1,085,800	\$ 685,100	-32%
Public Service	\$ 1,475,400	\$ 12,500	\$ 27,400	\$ 27,400	\$ 25,900	-98%
Contingency	\$ 530,000	\$ 530,000	\$ 630,000	\$ 630,000	\$ 767,000	45%
	\$ 52,034,800	\$ 54,908,300	\$ 64,025,200	\$ 64,025,200	\$ 65,974,600	

$$\frac{I + SS}{I + AS + IS + SS + F} > 50\%$$

General Fund Budget

by Major Business Unit
FY2019-20 vs FY2025-26



Lighter = Base Year
Darker = This Year

5 Year College-wide Operating Budget Analysis

Investments in SP, Ends, KPI's

- Strategic Plan

- Belonging: Gen1, deepen CBO partnerships, market-based compensation, Professional Development, insource Dining
- Living Wage: Law, VVSTC, Pipeline AZ, LPN, BSN, BS Bus, BASB, CDT, BSCS
- Adult Learners: Community Outreach, Single Stop, Expand Housing, Prison Education
- Delivery: OER, Online Best-Practices, Early College Academy, VR/AR, Upgrade ERP

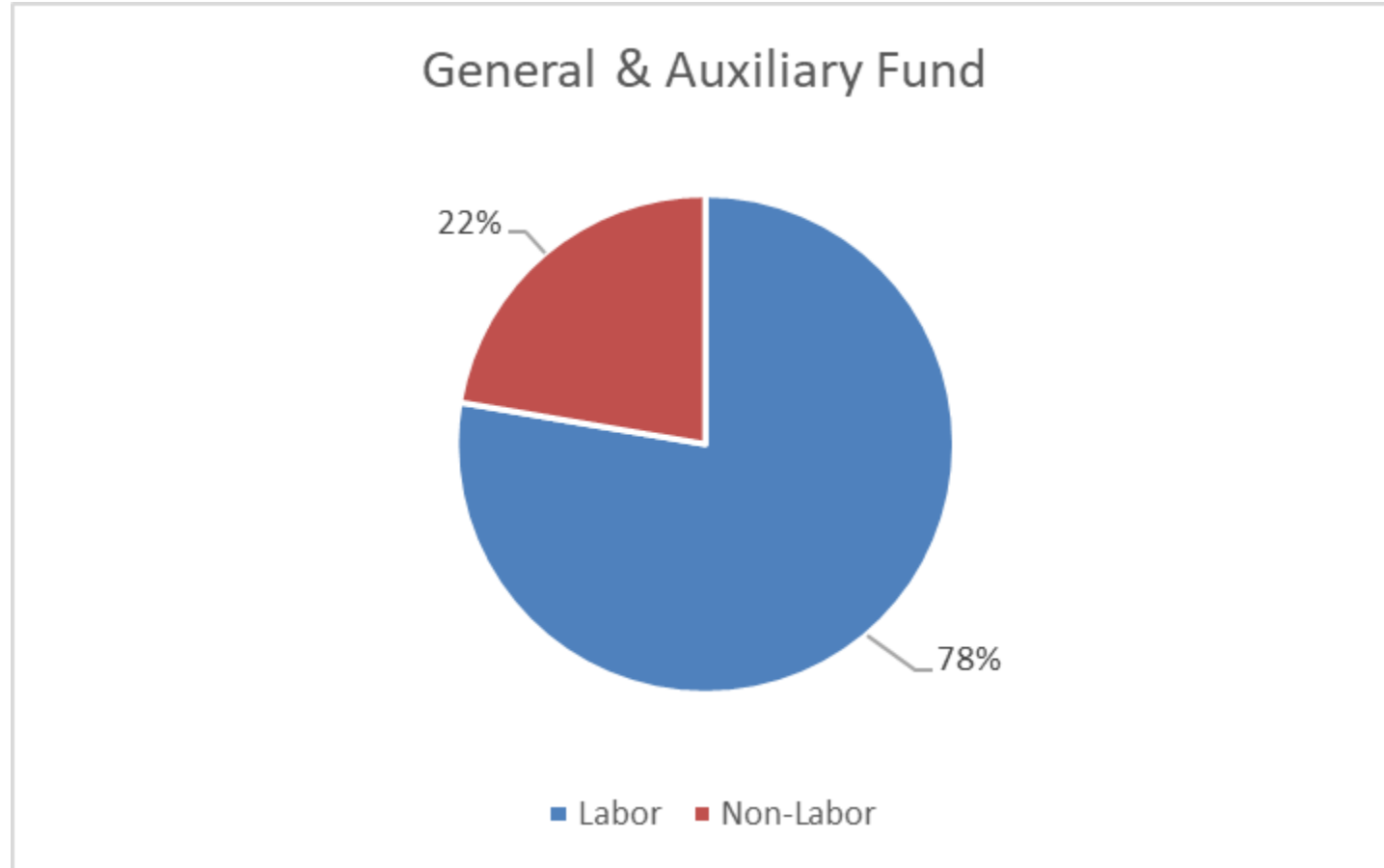
- DGB Priorities

- Education:
- Economic: REDC expansion
- Community: Athletics expansion

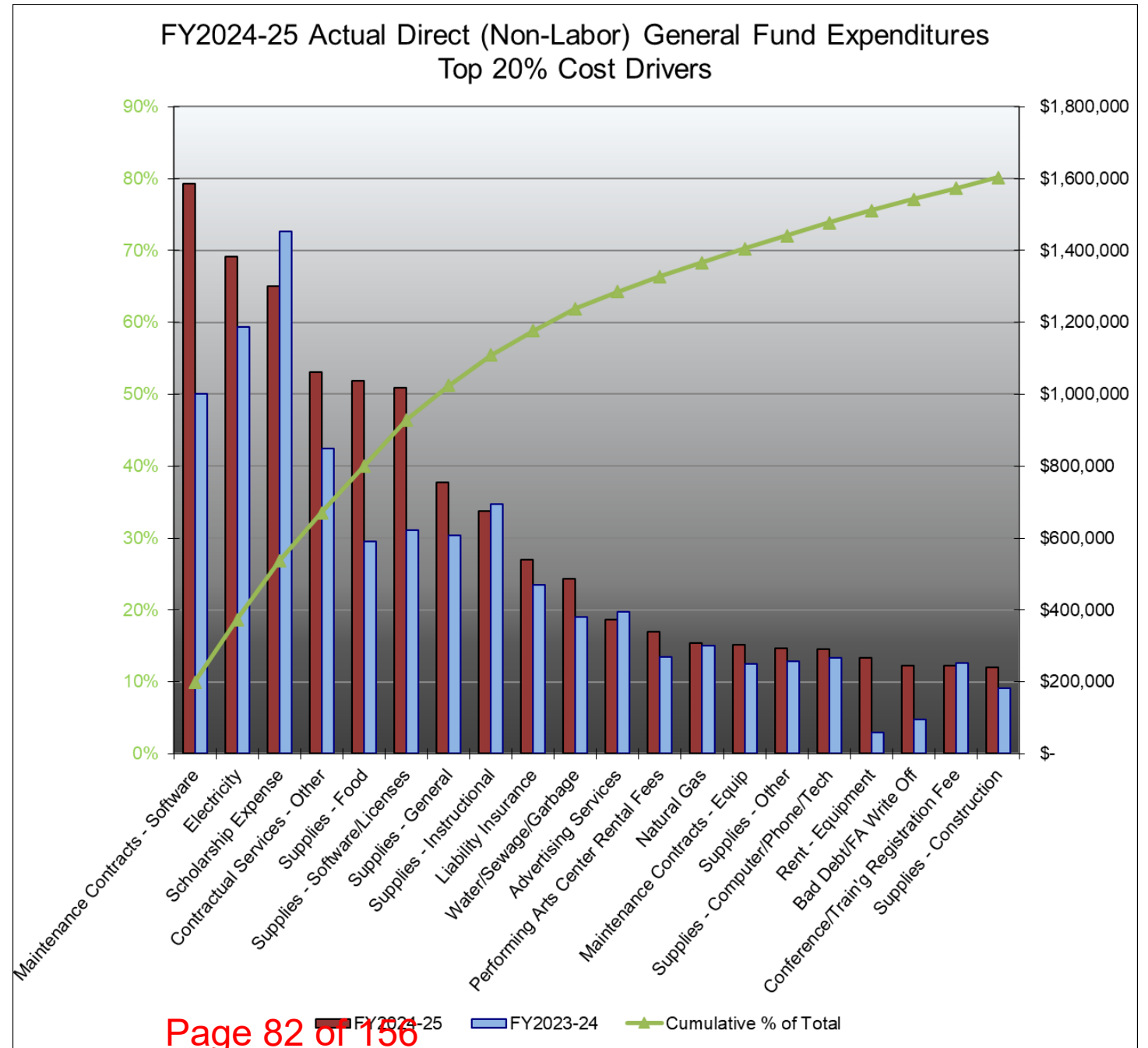
- KPI

- Retention/ Grad & Transfer: Reduce Advisor Load

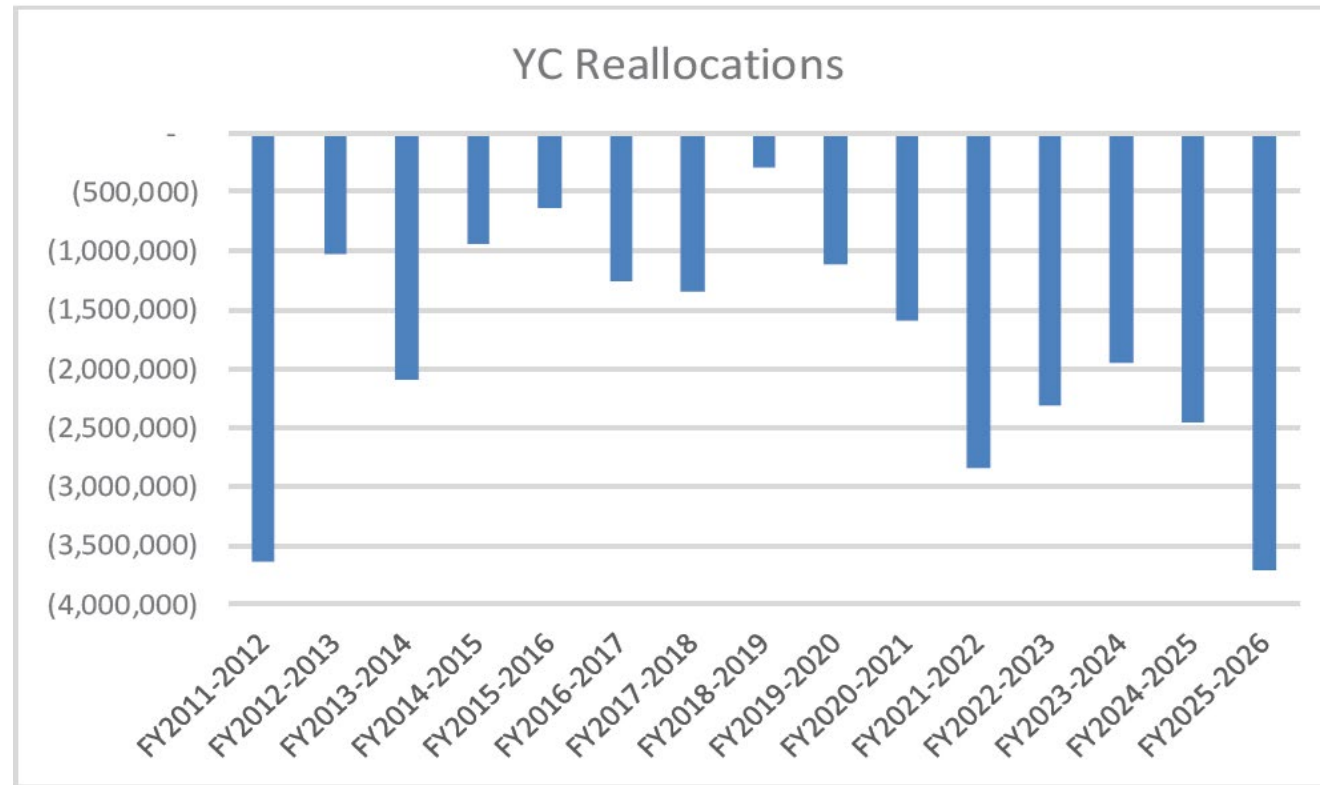
Budget Overview



By Natural Expense

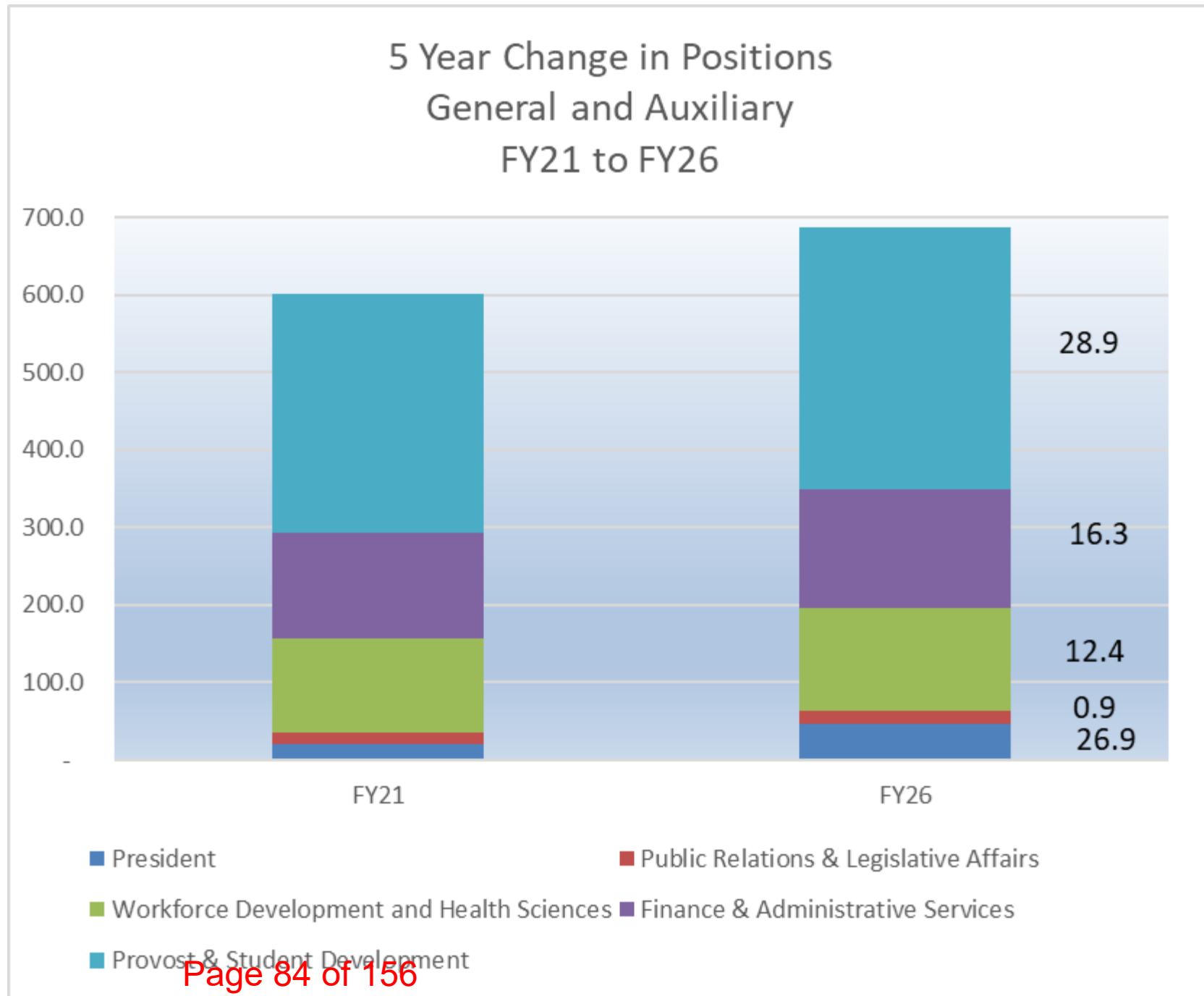


Controlling Costs



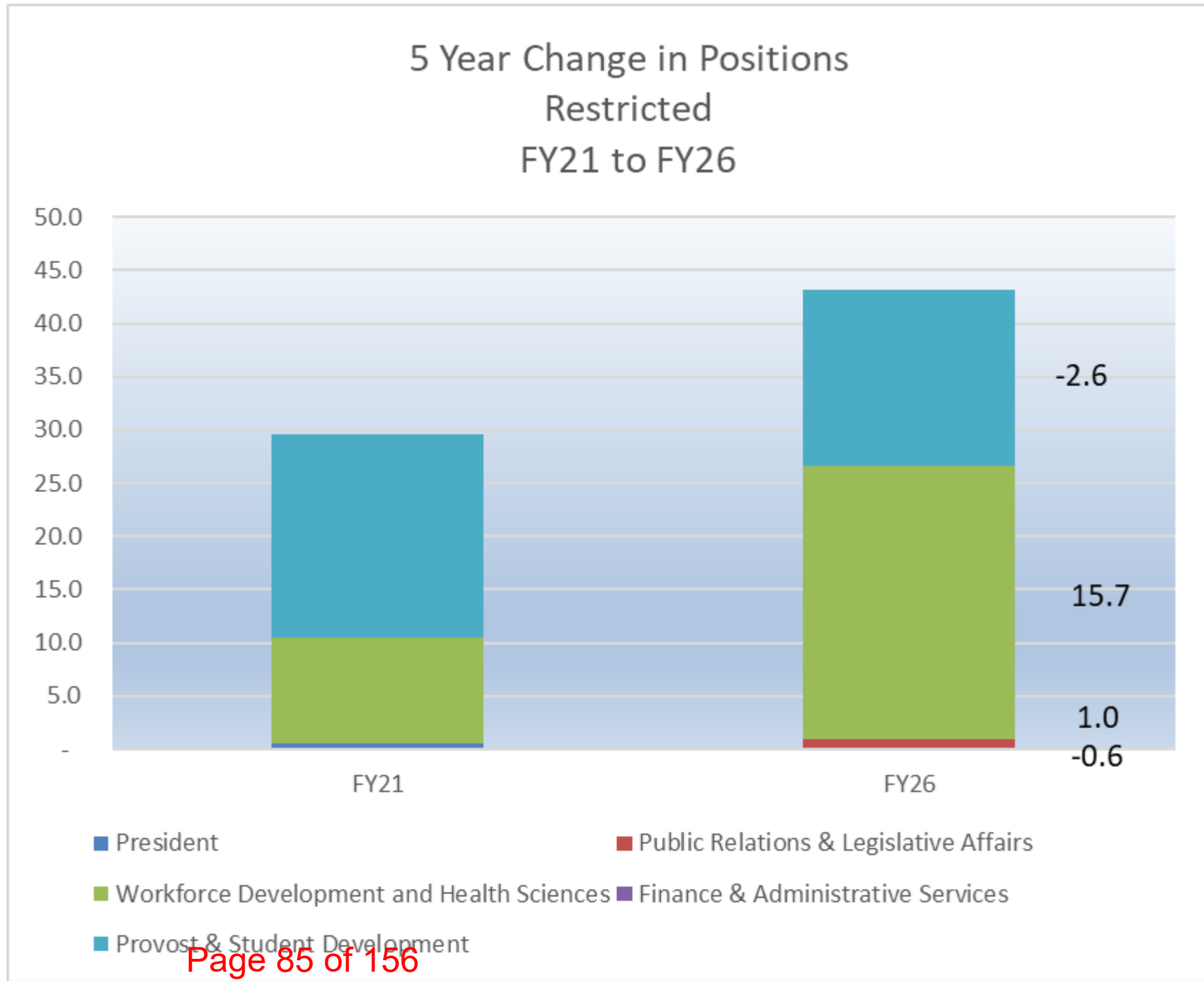
Labor

Cost Driver



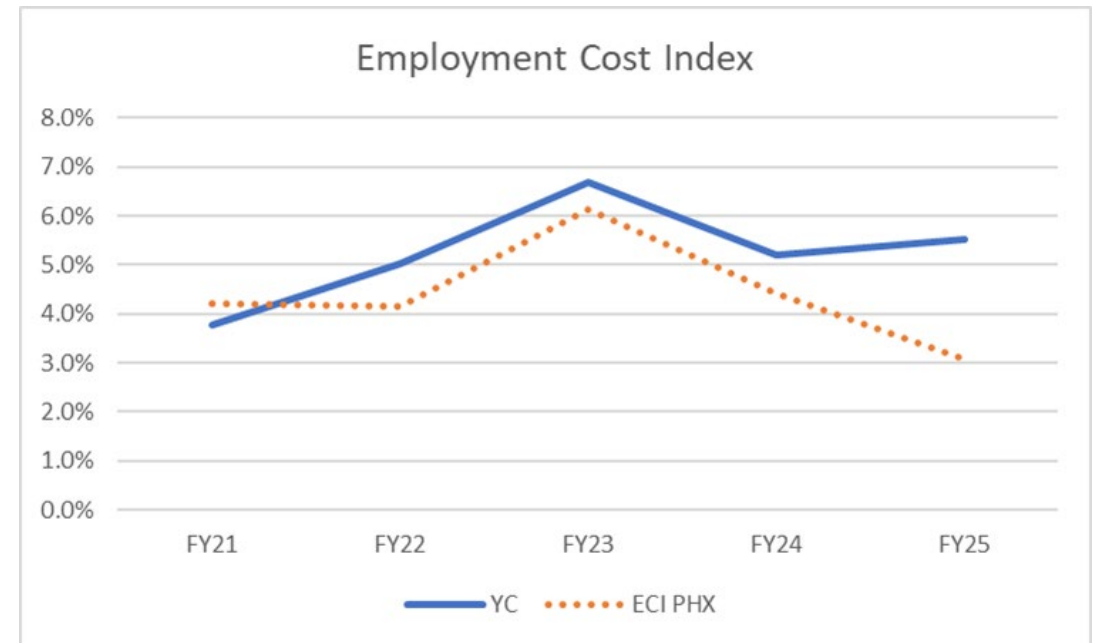
Restricted Labor

Advances Mission



Labor

- ~78% YC General & Auxiliary Fund Budgets
- Huron Compensation Study



Investing in Improved Outcomes





Alignment with DGB Priorities



Labor



Athletics (50%)



Housing (28%)



Performing Arts Center (20%)



Preschool (8%)



Career Technical Education



Net Asset Value



Results

Things you
should know
about YC
Expenses

Challenges

Demographics

Cost of Living

Mix of Products & Services

Technology Investments

Competition

Questions and Discussion



Faculty Association Update

Heather Leavitt, PhD
Education Faculty
Faculty Association President
February 24, 2026



Officer Team



Heather Leavitt
President



Bambi Pish-Derr
Vice President of
Internal Affairs



Megan Hanna
Vice President of
External Affairs



Philip Reid
Treasurer



Brandelyn Andres
Secretary



Alex Barber
Past President



Officer Spotlight

Dr. Megan E. Hanna has been with the college since 2023, serving as a Professor and Faculty Program Director for the School of Business. Prior to joining academia, she worked in banking for many years. Her academic credentials include a Doctor of Business Administration with an emphasis in data analytics, an MBA with an emphasis in finance, and a bachelor's degree in business accounting. She is also a Certified Fraud Examiner (CFE). In her free time, she enjoys playing the piano, reading (a lot), writing, and making jewelry!

Faculty Handbook



The Faculty Affairs Committee, chaired by Bill Swenson (Mathematics faculty), recently completed work on an updated Faculty Handbook.

Course Development

- Meeting accessibility standards
- 8-week course launch in Fall 2026
- Open Educational Resources (OER)

YCSA Monthly Meetings Updates



The **December** meeting was dedicated to service. We used our meeting to make the food boxes for the holiday food drive.





December: Food Boxes and Angel Tree

We gave out 45 food boxes this year and bought gifts for 38 children. Over 230 gifts were purchased for the wonderful children of our students.

Thank you to all the YC Staff and YC students who volunteered their time to wrap food boxes and gifts.

January: New YCSA President

With Ginney Bilbray's departure from the college, we have a new YCSA president, Heather Knowles. We are running an election and we expect to have a new vice-president within a couple of weeks.

Student Government Association 2025-2026



Talia Yazzie, SGA President



YCSGA Executive Election



Student Success



YCSGA Election

- Applications opened- January 18
- Application deadline- February 23
- Voting March 1-23
- SGA announcement- April 13





- Center for Learning and Innovation
Ribbon Cutting Ceremony



- Open Education Week



Ahéhee'
(Thank YOU)



Continuing Status Faculty 2026



James Morales, Div 1 CTEC



James Morales is an Instructor and Program Innovator at Yavapai College, recognized for his commitment to instructional excellence, workforce development, and forward-thinking technical education in the HVAC trades.

Mr. Morales designs hands-on, industry-aligned instruction that emphasizes safety, problem-solving, and real-world application. His curriculum integrates nationally recognized certification pathways, strengthening student employability and workforce readiness. He holds multiple industry credentials and serves as a proctor for ESCO and NATE certification programs, as well as a Certified NCCER HVAC Instructor.

At the state and national level, Mr. Morales actively contributes to the advancement of technical education through presentations on emerging instructional practices and responsible integration of artificial intelligence. He has presented at the Arizona Community College Conference and is scheduled to present at the nationally recognized HVAC Excellence Educator Conference, sharing innovative approaches to lab design, AI-assisted instruction, and workforce preparation in a rapidly changing industry.



Sonia Ayala, Div 2 Health Sciences



Sonia Ayala, BSN, RN, is a faculty member in the Allied Health Department at Yavapai College, where she teaches a wide range of courses including Medical Assisting, Phlebotomy, Nursing Assistant, Medical Terminology, Legal and Ethical Issues in Healthcare, CPR, and Introduction to Healthcare.

A Yavapai College alumna, Ms. Ayala has over 13 years of experience in healthcare. She began her career as a Certified Nursing Assistant and earned her Associate of Applied Science in Nursing from Yavapai College in 2016. She later completed her Bachelor of Science in Nursing at Capella University in 2022 and is currently completing her final course toward a Master of Science in Nursing Education at Capella University.

Ms. Ayala is deeply committed to student success and brings both professional experience and personal connection to her role, supporting learners as they prepare for careers across the healthcare continuum.

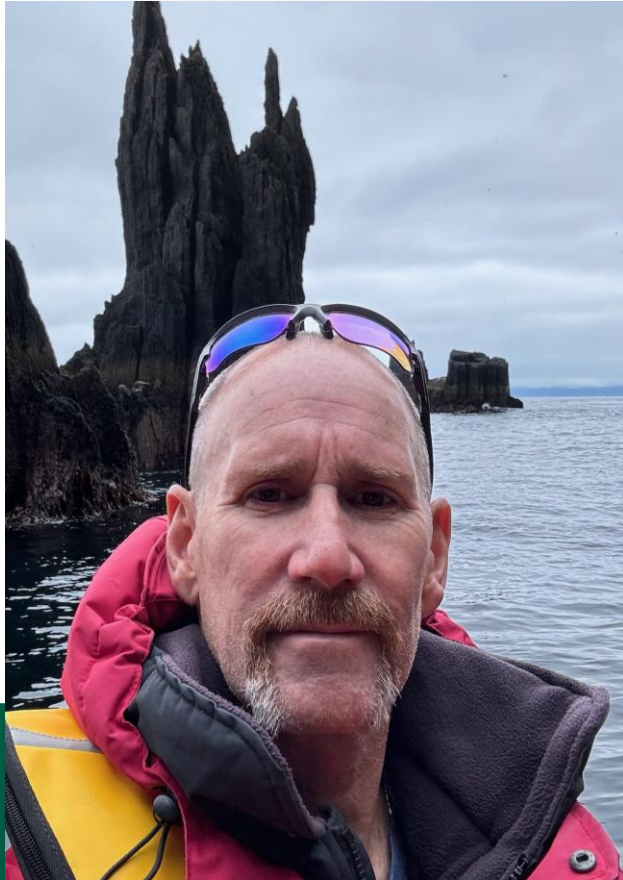


Randy Derr, Div 2 Health Sciences

Randy Derr is a Registered Nurse and faculty member at Yavapai College with more than 36 years of service in military and civilian healthcare. He retired in 2022 after a distinguished career in the U.S. Army, Army National Guard, and Army Reserves, serving in roles spanning the Intelligence Community, Special Operations, and Critical Care Nursing, and attaining the rank of Lieutenant Colonel.

He earned his Bachelor of Science in Nursing from Arizona State University, followed by a Master of Science in Nursing (Leadership) and a Doctor of Nursing Practice (Leadership and Administration) from Grand Canyon University. He holds national certifications in Critical Care, Flight, Emergency, and Trauma Nursing. Randy's clinical experience includes critical care, emergency medicine, trauma services, rotary-wing flight nursing, and healthcare education at both service-line and system levels.

Since joining Yavapai College, he has demonstrated a strong commitment to professional growth in nursing education through conference participation, committee service, continuing education, and active engagement in accreditation and curriculum processes. He is dedicated to student success and to contributing meaningfully to the mission of Yavapai College.



Trevor Nordin, Div 2 Health Sciences



Trevor Nordin, MSN, RN, is a Professor in the Bachelor of Science in Nursing (RN–BSN) Program at Yavapai College. His academic career began in the biological and health sciences, where he spent nearly a decade teaching Human Anatomy and Physiology, Exercise Physiology, and related coursework. During this time, he led a pre–physical therapy program and conducted and published research focused on exercise, aging, and blood pressure regulation.

Professor Nordin later transitioned into nursing, integrating his strong foundation in the sciences with a commitment to patient-centered care. His primary clinical experience was in the Cardiac Catheterization Laboratory at Yavapai Regional Medical Center.

At Yavapai College, he is passionate about supporting learners at all stages of their educational journey, advancing evidence-based pedagogy, leveraging technology to enhance clinical relevance, and delivering high-quality nursing education that prepares graduates for the evolving demands of healthcare systems.



Bambi Pish-Derr, Div 2 Health Sciences



Bambi Pish-Derr, DNP, MSN, RN, is a nursing faculty member at Yavapai College with extensive experience in clinical nursing, military leadership, and higher education. She is a retired Captain in the United States Navy Reserve, where her distinguished career included multiple combat deployments and a three-year appointment as the Critical Care Specialty Leader, serving as a direct advisor to the Chief of Navy Medicine.

Dr. Pish-Derr is an expert in high-acuity clinical environments and has served as a Subject Matter Expert in critical care, providing training and oversight for healthcare teams preparing for overseas deployment. Her scholarly work includes co-authoring the CENTCOM COVID-19 Playbook for Operational Environments. She is also a strong advocate for Open Educational Resources and actively contributes to improving access to nursing education through OER Commons Arizona.

She holds a Doctor of Nursing Practice from Grand Canyon University, a Post-Master's Certificate in Nursing Education from Arizona State University, and multiple nursing degrees from Texas A&M University–Corpus Christi. She maintains national board certifications in trauma, critical care, and flight nursing and is dedicated to bridging frontline clinical practice with academic excellence in nursing education.



Fahim Mazumdar, Division 5, Business, Science, Computer Science, Honors Program



Dr. Fahim Mazumdar is Professor of Accounting at Yavapai College and Chair of the Faculty Professional Growth Committee. Since joining the College in July 2023, he has advanced student success through expertise in financial and managerial accounting, fraud prevention, and risk management. A Certified Fraud Examiner, Dr. Mazumdar earned his doctorate with published research on occupational fraud and brings professional experience from major nonprofit healthcare organizations and operational leadership in fast food and retail sectors. Previously, he taught at Rivier University, mentoring students and fostering career readiness. Committed to accessible education, he champions Open Educational Resources and emphasizes critical thinking, ethical decision-making, and practical skills to prepare students for today's dynamic business environment. He believes that “an adequate teacher educates reactively, but a truly magnificent teacher illuminates hearts and minds while exercising intelligence proactively.”





Dana Kirkwood-Watts, Division 5, Business, Science, Computer Science, Honors Program

Dana Kirkwood-Watts, PhD

Dana moved to Yavapai College after completing her graduate degree in biology with an emphasis on discipline-based education research. She has taught at the community college and 4-year level for over 10 years, and her instruction spans the discipline of biology, having taught genetics, epidemiology, and microbiology at other institutions. For Yavapai College, she is focused on increasing students' understanding of microbiology, particularly for YC's pre-nursing students. She also encourages her students to do microbiological research, and hopes to increase the research capacity that YC students can participate in.

She is an avid runner, and when she is not in her lab with her research students, she can be found running through the woods and trails surrounding Prescott.



Megan Hanna, Division 5, Business, Science, Computer Science, Honors Program



Dr. Megan E. Hanna serves as Business Faculty Program Director at Yavapai College, where she supports multiple business programs. She primarily teaches business and economics courses and is actively involved in curriculum development, faculty mentoring, and program innovation. Dr. Hanna holds a Doctor of Business Administration with an emphasis in data analytics, an MBA with an emphasis in finance, and a bachelor's degree in business accounting. She is also a Certified Fraud Examiner (CFE). Her prior industry experience as a commercial banker informs her applied, student-centered approach to teaching and program leadership.





Aderemi Adedokun, Division 5, Business, Science, Computer Science, Honors Program

Aderemi Adedokun, PhD, was a mathematics teacher at Calabar High School in Kingston, Jamaica. He also served as a Financial Aid Counselor at University of Bridgeport from 2001 to 2006; an Accountant at Revenue Department, City of Philadelphia, PA, USA; an Assistant Professor at Tusculum University, Greeneville TN, USA; an Assistant Professor at Northland College, Ashland WI, USA; an Adjunct Professor at Florida Institute of Technology; an Adjunct Professor at Warner University, Lake Wales, Florida, USA and also an Adjunct Professor at New Mexico State University, Carlsbad, New Mexico, USA. Aderemi is a long-term Adjunct Professor at Indiana Institute of Technology, Fort Wayne, Indiana, USA since November 2012, and currently serves as a member of CPS Advisory Board at the institution. He has been a volunteer Judge for BCA Project in the State of Indiana since 2018.

He was also a volunteer instructor at the University of the People in New York; Principal Management Consultant with Novel Vision Consulting Group. He is a licensed life insurance agent in the State of New York. A profound member of numerous social clubs and non-profit organizations across the globe. Prior to joining Yavapai College, Aderemi was as Assistant Professor of Business Management at Allen University, an HBCU in Columbia South Carolina. Aderemi is a good cook, he likes music, soccer, basketball, ice-hockey and football. Aderemi has taught several accounting courses at YC for the past 3 years.



Yavapai College
Budget to Actual Status by Fund
January 2026

The President's Monthly report below provides a brief financial status of each of the District's five funds as of January 31, 2026.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



As of January 31, 2026, the General Fund has a surplus of \$1,939,000. Tuition is performing on track at \$14,417,000 or nearly 96% of budget of \$15,000,000. Third quarter State Appropriations were received in January. Expenses are tracking slightly higher than normal but we expect this to normalize in the next month or two.

For the fiscal year ended June 30, 2026, the General 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, 2026, the Restricted Fund currently has a surplus of \$4,364,000. This surplus is expected to smooth downward in the following months. This fund is expected to be within budget for the fiscal year.

Unexpended Plant Fund



As of January 31, 2026, the Unexpended Plant Fund has a deficit of \$4,592,000. This is primarily a timing issue and is driven by \$4,300,000 in encumbered obligations. This deficit continues to smooth downward as the year progresses and as allocated revenues are recognized.

For the fiscal year ended June 30, 2026, the Unexpended Plant Fund is projected to be within budget.

Auxiliary Fund



As of January 31, 2026, the Auxiliary Fund has a deficit of \$209,000.

For the fiscal year ended June 30, 2026, we anticipate the fund to be balanced.

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 and includes the interest earned on the unspent 2024 Revenue Bond debt proceeds. The interest earned on the debt proceeds will be transferred to the Plant fund later in the fiscal year.

Encumbrances on expenses have been realized but the revenue transfers to accounts happen throughout the year, therefore the fund currently reflects a deficit. For the fiscal year ended June 30, 2026, the Debt Service Fund is projected to have a small surplus due to the interest earned on unspent bond proceeds.

Yavapai College Cash Reserves January 2026

The President's monthly report on cash reserves below displays the District's reserves as of January 31, 2026, in relation to the District Governing Board's (DGB) reserve requirements.

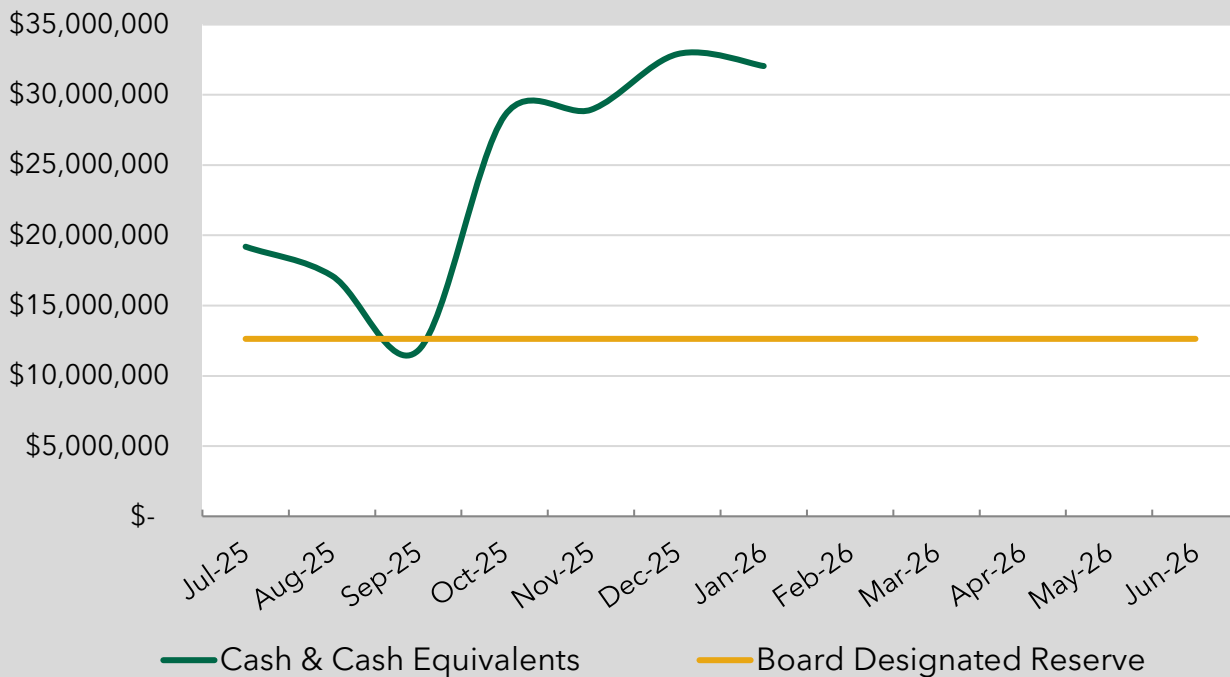
Source: Banner Finance

Education & General + Auxiliary Fund Reserve



Board policy states that Current Fund Reserves shall not drop below seventeen percent (17%) of operating budgets.

Educational & General and Auxiliary Fund Reserve January 2026

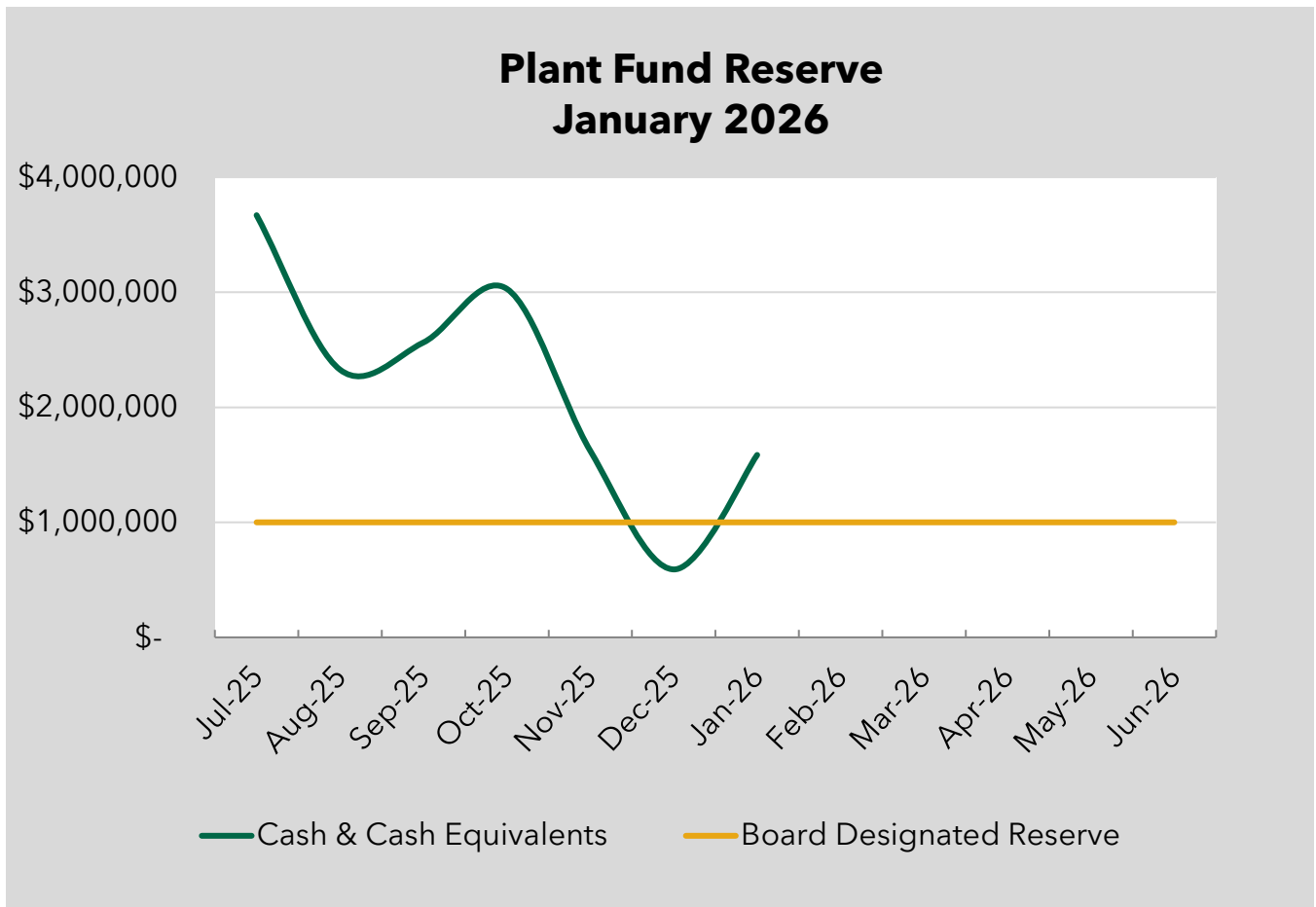


Plant Fund Reserve



The Plant Fund Reserve shall not drop below \$1 million. The Plant Fund Reserves continues to exceed policy requirements.

Due to construction and capital spending, the December balance did drop below the reserve threshold before a fund transfer in January. Funds will be further replenished from bond proceeds in February.





Origination:	6/2/2021
Effective:	2/26/2024
Last Approved:	2/26/2024
Last Revised:	10/19/2021
Next Review:	2/25/2025
Owner:	<i>Yvonne Sandoval: President's Office Executive Assistant</i>
Area:	<i>District Governing Board Policies</i>
References:	

308 Board Planning & Agenda

To accomplish its job products with a governance style consistent with the Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation. The Board's planning shall include each year that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long- term priorities. The Board shall start with the Board's development of its agenda for the next year. Community outreach shall be determined and arranged, to be held each year. Governance education and development (e.g., Board training, demographers, advocacy groups, studying internal and external publications, attending conferences etc.) shall be arranged each year and will be held during the year.

Board agendas will distinguish between items for discussion, items for decision, and items on the Board's consent agenda.

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

1. If it is the Board's issue it will be placed on the next Board agenda.
2. If it is the President's issue, the Chair will refer it to the President to be addressed in accordance with Board policy and inform any Board member concerned.
3. If the Board member feels that this process has not been followed appropriately, she/he will inform the Chair who will place the matter on the next Board agenda.

The Board shall use a consent agenda to comply with its legal and contractual obligations on matters which it has otherwise delegated to the President and to enable efficient decision making. Therefore, the consent agenda will be used to:

1. Deal with items which the Board has delegated but is required to review or receive by relevant law or contract.
2. To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.
3. Any Board member may require any item be taken off the consent agenda and replaced as a regular agenda item for discussion and, if appropriate, possible action.

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Yvonne Sandoval: President's Office Executive Assistant	2/26/2024



Origination:	6/2/2021
Effective:	2/26/2024
Last Approved:	2/26/2024
Last Revised:	10/19/2021
Next Review:	2/25/2025
Owner:	<i>Yvonne Sandoval: President's Office Executive Assistant</i>
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1. If it is the Board's issue it will be placed on the next Board agenda.
2. If it is the President's issue, the Chair will refer it to the President to be addressed in accordance with Board policy and inform any Board member concerned.
3. If the Board member feels that this process has not been followed appropriately, she/he will inform the Chair. Items for consideration must be brought to the Board Chair by an individual Board Member. If the Board Chair determines the item to be Board Business, the item will be placed on the next Board agenda as a possible future agenda item to be considered by the Board as a whole. If it is the will of the Board, the item will be placed on a future Board agenda.

The Board shall use a consent agenda to comply with its legal and contractual obligations on matters which it has otherwise delegated to the President and to enable efficient decision making. Therefore, the consent agenda will be used to:

1. Deal with items which the Board has delegated but is required to review or receive by relevant law or contract.
2. To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.
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Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Yvonne Sandoval: President's Office Executive Assistant	2/26/2024



Origination:	11/19/2024
Effective:	11/19/2024
Last Approved:	11/19/2024
Last Revised:	11/19/2024
Next Review:	11/19/2025
Owner:	<i>Yvonne Sandoval: President's Office Executive Assistant</i>
Area:	<i>District Governing Board Policies</i>
References:	

310 Code of Conduct and Ethics

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

1. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as abiding by Board Policy, respect of roles, abiding by the majority's decisions and adherence to ethical practices.
2. The Board will protect the mission of student learning and student success as they protect the long-term interests of the college.
3. Yavapai College District Governing Board will demonstrate a commitment to informed, ethical decision-making based on what is best for the students, the college and the community-- not on special interests or personal agendas. Members will review Board materials provided, attend scheduled meetings, and request data and information through protocols established by the Board in conjunction with the President

In addition:

Per Yavapai College Board Policy 401, Delegation to and Accountability of President, the Governing Board has delegated the day-to-day management of Yavapai College to the President. Therefore,

1. Each Board member acknowledges the difference between governance and administration of the college. The Board's primary function is to establish the policies by which the college shall be administered. The authority for overall college administration, to initiate policy recommendations, administer academic programs, conduct college business, direct staff and faculty, and implement board actions is delegated to the college president. Yavapai College District Governing members will respect the delegation of authority to the president to administer the college.
2. Each Board member provides visible public support for the President, does not undermine his/her authority and counters misinformed public criticism.
3. Each Board member is responsible for creating and maintaining a spirit of cooperation and a mutually supportive relationship with its president. Each Yavapai College District Governing Board member will promote a healthy working relationship with college president through respectful, supportive, open and honest communication.
4. Authority rests with the entire board and not individuals. The Board's voice is only expressed through the policies and actions it takes in official meetings. Once the Board has decided on a policy or position, each Board member must be prepared to honor the Board's decision. As individuals, the Yavapai

College District Governing Board members have no legal authority to determine policies, programs, or procedures, or to direct the President or any staff.

5. Concerning a college or community issue, under no circumstances should an individual Board member direct or contact by any means, a staff member. Each Board member will refer all of their concerns and constituent concerns via email to the President to resolve or answer. Board members never speak or act on behalf of the college, unless instructed to do so by a majority vote of the Board.
6. Each Board member understands that the President is the primary contact with the college community and does not publicly criticize the President or the College.
7. Each Board member will maintain appropriate confidentiality of all executive {closed} sessions, as required by Arizona state statutes, 38-431.03. Each Board member will be expected to understand the Family Educational Rights and Privacy Act (FERPA), and act accordingly.
8. The Board will monitor inappropriate behavior of the Board as a whole and individual Board members and take appropriate corrective action when necessary.
9. Each Board member will do not speak to the press in any way that reflects negatively on their colleagues, the President or the college.
10. Each Board member should be knowledgeable of the Higher Learning Commissions Criteria for Accreditation, especially as it relates to the Board (see HLC Criteria 2.5 below). Therefore, the Board's performance as a whole and as individuals has the potential to positively and/or negatively affect accreditation.
11. The Yavapai College District Governing Board will devote time to activities that will enhance their knowledge of the college, and higher educations' issues as they engage in a regular and ongoing process of professional development, continuous improvement, self-assessment, and participate in college events as appropriate.

The Higher Learning Commission Accreditation Criteria #2 (in part)

2.C. The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity.

1. The governing board is trained and knowledgeable so that it makes informed decisions with respect to the institution's financial and academic policies and practices; the board meets its legal and fiduciary responsibilities.
2. The governing board's deliberations reflect priorities to preserve and enhance the institution.
3. The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
4. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties.
5. The governing board delegates day-to-day management of the institution to the institution's administration and expects the institution's faculty to oversee academic matters.

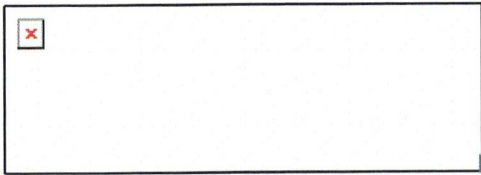
Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Yvonne Sandoval: President's Office Executive Assistant	12/17/2024
	Yvonne Sandoval: President's Office Executive Assistant	11/19/2024

Status **Active** PolicyStat ID **17244184**



Origination 11/19/2024
Last 11/19/2024
Approved
Effective 11/19/2024
Last Revised 11/19/2024
Next Review 11/19/2025

Owner Yvonne Sandoval:
President's Office
Executive
Assistant
Area District
Governing Board
Policies

310 Code of Conduct and Ethics

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

1. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as abiding by Board Policy, respect of roles, abiding by the majority's decisions and adherence to ethical practices.
2. The Board will protect the mission of student learning and student success as they protect the long-term interests of the college.
3. Yavapai College District Governing Board will demonstrate a commitment to informed, ethical decision-making based on what is best for the students, the college and the community-- not on special interests or personal agendas. Members will review Board materials provided, attend scheduled meetings, and request data and information through protocols established by the Board in conjunction with the President

In addition:

Per Yavapai College Board Policy 401, Delegation to and Accountability of President, the Governing Board has delegated the day-to-day management of Yavapai College to the President. Therefore,

1. Each Board member acknowledges the difference between governance and administration of the college. The Board's primary function is to establish the policies by which the college shall be administered. The authority for overall college administration, to initiate policy recommendations, administer academic programs, conduct college business, direct staff and faculty, and implement board actions is delegated to the college president. Yavapai College District Governing members will respect the delegation of authority to the president to administer the college.
2. Each Board member provides visible public support for the President, does not undermine his/her authority and counters misinformed public criticism.

3. Each Board member is responsible for creating and maintaining a spirit of cooperation and a mutually supportive relationship with its president. Each Yavapai College District Governing Board member will promote a healthy working relationship with college president through respectful, supportive, open and honest communication.
4. Authority rests with the entire board and not individuals. The Board's voice is only expressed through the policies and actions it takes in official meetings. Once the Board has decided on a policy or position, each Board member must be prepared to honor the Board's decision. As individuals, the Yavapai College District Governing Board members have no legal authority to determine policies, programs, or procedures, or to direct the President or any staff.
5. Concerning a college or community issue, under no circumstances should an individual Board member direct or contact by any means, a staff member. Each Board member will refer all of their concerns and constituent concerns via email to the President to resolve or answer. Board members never speak or act on behalf of the college, unless instructed to do so by a majority vote of the Board.
6. Each Board member understands that the President is the primary contact with the college community and does not publicly criticize the President or the College.
7. Each Board member will maintain appropriate confidentiality of all executive {closed} sessions, as required by Arizona state statutes, 38-431.03. Each Board member will be expected to understand the Family Educational Rights and Privacy Act (FERPA), and act accordingly.
8. The Board will monitor inappropriate behavior of the Board as a whole and individual Board members and take appropriate corrective action when necessary.
9. Each Board member will do not speak to the press in any way that reflects negatively on their colleagues, the President or the college.
10. Each Board member should be knowledgeable of the Higher Learning Commission's Criteria for Accreditation and assumed practices, especially as it relates to the Board (see HLC Criteria 2.c and assumed practices A11-12 below). Therefore, the Board's performance as a whole and as individuals has the potential to positively and/or negatively affect accreditation.
11. The Yavapai College District Governing Board will devote time to activities that will enhance their knowledge of the college, and higher education's issues as they engage in a regular and ongoing process of professional development, continuous improvement, self-assessment, and participate in college events as appropriate.

The Higher Learning Commission Accreditation Criteria #2 (in part)

2.C. Board Governance-In discharging its fiduciary duties, the institution's governing board is free from undue external influence and empowered to act in the best interest of the institution, including the students it serves.

The Higher Learning Commission Assumed Practices – A. Integrity: Ethical and Responsible Conduct (in part)

11) The governing board is trained and knowledgeable on all subject matter necessary to discharge its legal and fiduciary responsibilities, and to otherwise make informed decisions with respect to the institution's financial and academic policies and procedures.

12) The governing board delegates day-to-day management of the institution to the institution's administration and expects the institution's faculty to oversee academic matters.

Approval Signatures

Step Description	Approver	Date
	Yvonne Sandoval: President's Office Executive Assistant	12/17/2024
	Yvonne Sandoval: President's Office Executive Assistant	11/19/2024

COPY

Yavapai College
District Governing Board
Regular Meeting

Wednesday, January 14th, 2026
Virtually Only
11:00 a.m.

The YouTube channel will be open to the public at **10:45 a.m.** at the latest.

Livestream Link:

<https://www.youtube.com/user/YavapaiCollege>

Members Present

Ms. Deb McCasland, Board Chair
Mr. Steve Bracety, Board Secretary
Mr. William Kiel, Board Member
Mr. Patrick Kuykendall, Board Member
Mr. Toby Payne, Board Member

Administration Present

Dr. Lisa Rhine, President
Ms. Yvonne Sandoval, Executive Assistant
Ms. Lynne Adams, Board Attorney
Ms. Kimberly Whitman, Board Secretary

Board Meeting was virtual only, all Board Members and administration appeared virtually.

AGENDA

1. General Functions: Procedural
 - a. Call to Order

This agenda item begins at 11:11:30

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=106.080414>

The meeting was called to order by Chair McCasland at 11:11am.

- b. Pledge of Allegiance {Time: 1}

This agenda item begins at 11:11:34

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=1423.98997>

The Pledge of Allegiance was led by Board Secretary Bracety.

- c. Election of Board Liaison – Board Spokesperson for 2026 – Board Chair Deb McCasland – **DISCUSSION AND DECISION** {Time: 10}

This agenda item begins at 11:11:58

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=1448.12505>

By policy, it is the Board Chair’s responsibility to appoint Board Liaisons. Chair McCasland appointed Board Secretary as the continuing liaison to the Yavapai College Foundation. Chair McCasland appointed herself as the continuing Board Spokesperson and representative for the AACCT.

- d. Board Meeting Procedure –Board Chair Deb McCasland–**INFORMATION-** {Time: 5}

This agenda item begins at 11:13:09

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=1519.017209>

Chair McCasland provided a general overview of the procedures and expectations for the meeting. It was requested that all questions wait for the end of the presentations, and Board members with questions or comments would be called on by the Chair.

2. Board Business

a. Executive Session

- i. Pursuant to A.R.S. §38-431.03 (A)(3), (4), and (7), – Discussion and consultation with the College Attorney and its representatives to receive legal advice, consider the College’s position regarding contracts that are the subject of negotiations, including the potential purchase or lease of real property in Yavapai County, and instruct its attorney and/or representatives regarding the same. – Attorney Rory Juneman, and Dr. Clint Ewell, Chief Operating Officer - **INFORMATION AND DISCUSSION** {Time: 40}
- ii. Pursuant to A.R.S. §38-431.03 (A)(3) and (A)(4) - Receive Legal Advice from Legal Counsel and Discuss Current Status of Pending Litigation Entitled: United States ex rel. Boglivi et al v. Yavapai Community College District – Attorney Georgia Staton, and Attorney Ravi Patel - **INFORMATION AND DISCUSSION** {Time: 55}

This agenda item begins at 11:15:54

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=1683.649658>

Board Secretary Bracety moved, seconded by Board Member Kuykendall, to move into Executive Session pursuant to A.R.S. §38-431.03 (A)(3), (4), and (7) for discussion and consultation with the College Attorney and its representatives to receive legal advice, consider the College’s position regarding contracts that are the subject of negotiations, including the potential purchase or lease of real property in Yavapai County, and instruct its attorney and/or representatives regarding the same, and pursuant to A.R.S. §38-431.03 (A)(3) and (A)(4), to receive legal advice from legal counsel and discuss the current status of pending litigation entitled *United States ex rel. Boglivi et al v. Yavapai Community College*

District. The motion passes unanimously (Ayes: Payne, Kuykendall, Bracety, Kiel and McCasland).

The Board entered Executive Session for both items i and ii at 11:18am.

- b. Reconvene in Public Session
 - i. Possible Action to confirm directions provided to Yavapai College representatives and/or legal counsel in executive session – **DECISION** {Time: 5}

This agenda item begins at 12:32:

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=6261.188976>

The Board reconvened from discussing items i and ii in Executive Session at 12:32pm.

Board Secretary Bracety moved, seconded by Board Member Kuykendall, to confirm directions given in executive session to staff and attorneys. The motion passed unanimously (Ayes: Bracety, McCasland, Kiel, Kuykendall, and Payne).

- c. Board Budget Presentation -Dr. Clint Ewell, Chief Operating Officer – **INFORMATION, DISCUSSION, AND DECISION** {Time: 35} (*Attached*)

This agenda item begins at 12:33:05

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=6315.011147>

Dr. Ewell presented on the status of the current 2025-2026 Board Budget. Legal expenditures are on the rise for the 2025-2026 fiscal year. If trends continue, the budget is on track to exceed the allotted amount for the fiscal year.

Board Chair McCasland moved, seconded by Board Member Kuykendall, to eliminate national travel only for Governing Board Members for the rest of the budget year. The motion did not pass. (Ayes: McCasland and Kuykendall; Nays: Kiel, Payne and Bracety).

Board Member Kiel moved, seconded by Board Member Payne, to eliminate all travel for Governing Board Members for the remainder of the fiscal year, and if Board Members decide to travel, such travel expenses should be paid from their own funds. The motion passed unanimously (Ayes: Kiel, Payne, Bracety, McCasland and Kuykendall).

- d. District Governing Board Schedule – Ms. Yvonne Sandoval, Executive Assistant – **INFORMATION, DISCUSSION, AND DECISION** {Time: 10}
 - i. Board Workshop to be Rescheduled

This agenda item begins at 13:08:08

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=8417.938436>

Executive Assistant Yvonne Sandoval discussed the rescheduling of the Board Workshop that was to be held in January. The Workshop was rescheduled due to Executive Sessions, College Business and the schedule of the Facilitator. Ms. Sandoval offered three dates for the rescheduled workshop (March 2, 4, or 6, 2026).

The Board took a 10-minute break to review their personal schedules. After returning from break the Board discussed their schedules.

Board Member Kiel's computer began an update process, and he therefore did not return from the break in time to participate in this discussion and the following vote.

Board Member Kuykendall moved, seconded by Board Secretary Bracety to move the Workshop to March 4, 2026 online. The motion passed with a 4-0 vote (Ayes: McCasland, Payne, Bracety and Kuykendall; Absent: Kiel).

The Board took items out of order next, and it moved to item 3 to wait for Mr. Kiel to return to the meeting to address the Consent Agenda.

- e. Consent Agenda – **DECISION** {Time: 15}
 - i. Board Regular Meeting Minutes November 19th, 2025 (*Attached*)
 - ii. Arizona Department of Education Community College Adult Education and Workforce Development Program Intergovernmental Agreement (*Attached*)
 - iii. First Amendment to Intergovernmental Agreement Between Yavapai County Community College District and Tri-City College Preparatory High School (*Attached*)
 - iv. First Amendment to Intergovernmental Agreement between Yavapai County Community College District and Bagdad Unified School District #20 (*Attached*)
 - v. Waiver of Conflict of Interest, Yavapai College Agreement for Nursing Student Placement with Yavapai County Community Health Services (*Attached*)
 - vi. Yavapai College's Provost New Curriculum Proposal (*Attached*)
 - 1. Artificial Intelligence and Machine Learning Certificate
 - 2. Early Childhood Education Industry Certificate
 - vii. Yavapai College's Workforce Development and Health Sciences New Curriculum Proposal (*Attached*)
 - 1. Yavapai Detention Officer Training Academy Certificate
 - 2. Diagnostic Medical Sonography Certificate
 - 3. Integrative Health (Fitness/Reiki Trainer) – AAS
 - 4. Integrative Health (Massage Therapy) – AAS
 - 5. Integrative Health (Reflexology) – AAS
 - 6. Massage Therapy Certificate
 - 7. Reflexology Certificate
 - 8. Semiconductor Manufacturing Technician Certificate
 - viii. College's Workforce Development and Health Sciences Program Deletions (*Attached*)
 - 1. Brewing Technology Certificate
 - 2. Limited X-Ray Technician Certificate

This agenda item begins at 14:11:36

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=12226.077404>

Board Member Kiel requested that item viii be pulled from the Consent Agenda for discussion.

Board Member Kiel moved, seconded by Secretary Bracety, to approve Consent Agenda items i-vii. The motion passed unanimously (Ayes: Kiel, Payne, Bracety, Kuykendall and McCasland).

The Board discussed Consent Agenda item v.iii. Tracy Rodgers, College staff, discuss the Limited X-Ray Technician Certificate. The certificate is being merged from a 6-month certificate to a 1-year certificate to be nationally trained.

Board Member Kiel moved, seconded by Board Member Kuykendall, to approve Consent Agenda item viii. The motion passed unanimously (Ayes: Kiel, Kuykendall, Bracety, McCasland and Payne).

3. Study Session

- f. President's Report – Dr. Lisa Rhine – **INFORMATION** – {Time: 60}
 - i. Changes to Filing Location for College Board Candidates and Campaign Finance Documents – Ms. Laurin Custis, Director of Elections (*Attached*)

This agenda item begins at 13:29:09

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=8373.016449>

Board Member Kiel returned to the meeting and participated in all following agenda items and in the consideration of the Consent Agenda.

Ms. Custis introduced herself to the Board and addressed this year's process for filing campaign finance documents and changes to the filing location for college Board candidates.

- ii. Yavapai County Education Updates and Gratitude – Mr. Steven King, Yavapai County School Superintendent

This agenda item begins at 13:39:30

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=8994.204488>

Mr. King introduced himself and greeted the Board with a open expression of gratitude towards the collaboration between Yavapai College and the K-12 schools in the county.

- iii. Yavapai College's Athletic Conference Update – Mr. Tim Kneip, Athletic Director (*Attached*)

This agenda item begins at 13:51:31

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=9714.916861>

Mr. Kneip introduced himself and provided a presentation on the YC Athletic conference to the Board. The YC Athletic Conference will be applying to the NAIA for future conferences. This is a great opportunity for the College not only financially but also to bring more competition back to the YC Athletics Department. All Board members expressed excitement about the proposal.

- g. 2026 Governing Board Annual Conflict of Interest Disclosures – Attorney Lynne Adams - {Time: 10}

This agenda item begins at 14:09:31

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=10794.925388>

Attorney Adams addressed the Board and the Conflict of Interest form required annual from each Board Member. All Board Members completed and returned the forms, and no know conflicts of interest were noted for the current Board Members or their relatives. Changes that may create conflict later in the year require a new form.

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

This agenda item begins at 14:18:12

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=d8dcb252-fb46-48c1-97e3-b3d301566470&start=11316.564789>

Board Secretary Bracety moved, seconded by Member Kuykendall, to adjourn the January 14, 2026 District Governing Board Regular meeting at 2:18pm. The motion passed unanimously (Ayes: Kiel, McCasland, Kuykendall, Payne and Bracety.)

Respectfully submitted,

Kimberly Whitman, Recording Secretary

Date

Mrs. Deb McCasland, Board Chair

Mr. Steve Bracety, Board Secretary

* = required field



Full-Time Faculty Sabbatical Application

Directions: This form must be submitted no later than October 15. Please fill out the form completely. Forms must include a Sabbatical Leave Request.

For technical help on this form, please contact Karen Palmer (karen.palmer@yc.edu). If Karen P. is unavailable, please reach out to Karen Vail (Karen.Vail@yc.edu). In the event that both Karens are unavailable, please reach out to Nicole Mangelsdorf (nicole.mangelsdorf@yc.edu).

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

Due Date	Action
October 15	Application Submission
November 1	Division Dean Approval
December 1	Pro Gro Committee Approval
December 15	VP/Provost Approval
January 15	President Approval
Within 1 week	President notifies applicants of recommendation one week prior to submission to Board
March 15	Board Action
April 1	Recipient will be notified no later than this date.

If you have any questions, please contact Fahim.Muzumdar@yc.edu.

First Name: * Last Name: * Email: *

Please select length of Sabbatical requested: * Semester/Year: *

Select Division Dean: *

Some deans may find the following information helpful. Please answer the following questions to the best of your ability.

Please describe your typical load for the semester, including modality and location.

* My typical load is 15 credit hours per semester, although the past couple of years I have taught an overload because Art 112 has been added to my class schedule and I have one credit hour from serving as the secretary of the faculty senate. In the past, I have taught two classes face to face (on the Prescott campus) and the rest have been online. These past couple of years, I have taught one or no classes face to face.

Have you spoken with your Department chair and/or other direct reports about a possible replacement plan? If so, please give details here. (i.e. who will take your courses? adjuncts? FT?)

* With art history enrollments the way they've been, I think we could get away with offering just three art history courses, which would be taught by the art history adjunct Katlyn Greiner.

Where is your office located? Do you have any YC equipment currently checked out? (i.e. laptop)

* My office is in Building 3, Room 252. I have checked out currently a laptop and an iPad.

Sabbatical Proposal

Directions: Please review the following format and component requirements for your proposal carefully. Compose your proposal and upload using the button provided.

Highest priority is assigned to applications with a high probability of direct impact on subject matter expertise, pursuit or completion of advanced degrees, enhanced achievement of desired student outcomes, improved performance of faculty duties, or achievement of high priority strategic initiatives.

Format for Proposal

- 1 inch margins
- Arial or Times New Roman, 12 pt Font
- Bold Headings
- Page numbers at bottom center

Components of Proposal

- Cover Page
 - Centered vertically & horizontally
 - Must include Name, Department/Division/Campus, Date of Proposed Leave, Date of Request, Brief Title/Purpose of the Sabbatical Request
- Project Description
 - Statement of problem or area to be researched. Include data, references, or citations from the literature. If research or project relates to a potential new program, include data-based references to the potential market.
 - Specific activities, approaches, methodology (include enough detail to support time requested)
- Relevance of the Research or Project (Reference each bulleted item or N/A as appropriate)
 - Reference to Strategic Plan
 - Identify need in county or region (i.e. identify YC student, faculty, or staff need)
 - Describe in detail how your sabbatical will benefit students at YC
 - Describe how your plan benefits the college community. Include detailed implementation plan (e.g. seminars for staff/students, evidence of integration into teaching, dissemination of materials to other faculty, publication of workbooks, pilot testing and timeline for full implementation of online courses or materials)
 - Identify international and/or potential national markets or profit center opportunities
 - Specify products that will likely result from the support research time, such as texts, publications, teaching materials for use by adjuncts or other faculty, and software (describe how many lessons, text only, graphics, etc.) Address intellectual property, if applicable.
- Benefits to the Employee
 - Describe how this sabbatical will impact your teaching and/or professional development
- Service History
 - Years of full time/part time faculty service at YC (delineate probationary and/or limited term years). Include number of years and calendar years, e.g. Fall 2014-Spring 2024
 - History of faculty service
 - Date of last sabbatical, if applicable
- Additional Resources Required
 - Include staff support, such as computer technologist time, graphics, publication assistance, etc.
 - List hardware, software, or other (Internet from home, etc.)

Upload your proposal: [*Andres Sabbatical Application.docx](#)

Faculty Signature

Please verify the following statements by checking the boxes:

- I have verified with Human Resources the completion of six (6) full years of probationary/continuing faculty status. *
- I have read and understand the college requirements in accordance with the [Sabbatical Leave of Absence for Full-Time Faculty Policy 2.35](#). *
- I have read and understand the college requirements in accordance with the [Intellectual Property Rights Policy 2.07](#). *

Please include any additional comments below, then sign and submit the form.

Comments (optional):

Thank you for your consideration!

* ...3935393838

Brandelyn Andres
Signature

10/08/2025
Date

To submit this form after signing, click the "Submit" button.

Supervisor Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit. .

Please indicate whether you support or do not support this application. * Support

Comments (optional):

I support this sabbatical application on the condition that ART 112 be added into the UDL course designs in addition to ART 100, ART 200, and ART 201.

* ...3238303432
Bryan Robertson
Signature Date 10/28/2025

Pro Gro Committee Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit .

Please indicate whether you support or do not support this application. * Support

Comments (optional):

[Empty comment box]

* ...3634313230
Fahim Mazumdar
Signature Date 11/17/2025

VP Workforce Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit .

Please indicate whether you support or do not support this application. * -- Please Select --

Comments (optional):

[Empty comment box]

*
Signature Date

Provost Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit .

Please indicate whether you support or do not support this application. * Support

Comments (optional):

I support this with the additional request of Dean Robertson

* ...3239353730
Douglas Berry
Signature Date 11/17/2025

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit .

Please indicate whether you support or do not support this application. * Support

Comments (optional):

[Empty comment box]

* ...3335333139
Lisa Rhine
Signature Date 11/17/2025

Form Processing

VP Coordinator Processing

Please include any additional comments below, then sign and submit the form to indicate that you have received a copy. You will be able to view and save/print as a PDF for your records once you've signed the form.

Comments (optional):

[Empty comment box]

*
Signature Date

To submit this form after signing, click the "Submit" button.

Provost Coordinator Processing

Please include any additional comments below, then sign and submit the form to indicate that you have received a copy. You will be able to view and save/print as a PDF for your records once you've signed the form.

Comments (optional):

* ...3134363134
BN _____ 11/17/2025
Signature Date

To submit this form after signing, click the "Submit" button.

District Governing Board Final Decision Processing

Please indicate DGB Approval or Not Approval, include any additional comments, sign and submit the form to indicate that you have received a copy. You will be able to view and save/print as a PDF for your records once you've signed the form.

Board Action Approved Not Approved DGB Date

Comments (optional):

*
(click to sign)

Signature Date

To submit this form after signing, click the "Submit" button.

SABBATICAL APPLICATION

Brandelyn Andres, PhD
Division 3: Visual and Performing Arts Department
Prescott Campus
Proposed date of sabbatical: SPRING 2027

Proposed project:
Universal Design Learning (UDL) Course Revisions

Project Description and History

In Spring 2024, I approached Christina Goldsmith with a problem I seemed to be having with students understanding the instructions for their writing assignments. Our troubleshooting and experiments turned into a small collaborative project on Universal Design for Learning (UDL) best practices, as they related to building instructional material in Canvas. We presented our work at the TeLS 2024 Summer Institute.

As I worked on this project, it became clear to me that I had only just scratched the surface in terms of UDL's principles and its potential applications. As I learned more about neurodivergence and different styles of learning, I became increasingly aware of how beneficial it would be to completely revise my courses according to these principles.

My proposed sabbatical project will be a two-part total revision of the three courses I regularly teach (ART 100, ART 200, and ART 201):

1. A revision of all content: lectures, readings, and assessments
2. A revision of course design and instructional materials according to UDL principles

Overall, this project demonstrates a proactive commitment to universal (and contemporary) teaching practices, student success, and contributing to the institution.

A brief description of UDL:

The three principles of UDL include engagement (the why of learning: stimulating interest while encouraging effort, persistence, and self-regulation), representation (the what of learning: perception and comprehension), and action (the how of learning: thinking, expressing, and communicating). Together, these principles can be achieved by providing students with different ways of accessing information, different ways to demonstrate learning, and different ways to engage with the course content.

Introductory readings:

Almeqdad, Qais I., et al. "The effectiveness of universal design for learning: A systematic review of the literature and meta-analysis." *Cogent Education* 10 (2023): 1- 24.

"Overview of 3 UDL Principles." *Durham College Centre for Teaching and Learning*, <https://durhamcollege.ca/ctl/teaching/planning-to-teach/udl/3-udl-principles/>.

"Universal Design: An Introduction." *National Education Association*, <https://www.nea.org/professional-excellence/student-engagement/tools-tips/universal-design-learning-introduction>.

Relevance of the Project

- Reference to Strategic Plan: Students come into the classroom with different backgrounds, strengths, and challenges. UDL allows the instructor to meet them where they are. This increases motivation and engagement, especially for students who might otherwise feel marginalized in traditional learning environments. It encourages students to feel directly involved with the course material, as well as the institution in general. These benefits directly relate to the strategic initiatives of belonging and delivery.
- Addressing YC student need: Our students have different styles of learning, and this can be impacted further by neurodivergences. A complete course re-design will ensure that any type of learner can access the course material through multiple means of representation (visual, auditory, and textual formats, for example), which will improve both retention and success rates. It removes barriers to success, such as inaccessible content or inflexible assessment. This access is available to the students from the outset, rather than retrofitting accommodations later. Such a proactivity will be especially helpful in the fast-paced eight-week format.
- Benefits to the YC student: Students are more likely to participate when content feels relevant and accessible, while the agency and flexibility that UDL offers fosters greater investment and motivation in learning. Multiple means of engagement encourage students to connect with content in ways that are relevant to their interests, cultural backgrounds, and learning styles. At the same time, it assists in developing skills such as critical thinking, collaboration, and communication.
- Benefits to the YC community: When initially working on this project, Christina and I worked with Disability Services. I'd like to continue the conversation during my sabbatical project. UDL particularly supports students with disabilities, neurodivergent learners, and those with mental health challenges. UDL is also advantageous for ESL students, which coincides well with YC's HSI aims.
- Potential Products: The modifications that I will make to my course design will be shareable to my faculty colleagues and TeLS. I will create one model OER course shell, with notations added to the City Labs tool in Canvas, which provides notations that will function as a sort of best practices guide.
- Methodology: I will conduct research to inform my implementation of UDL principles within course content delivery and design. This will include a bibliography that will be made available in the OER course shell. I will also receive education on this topic by enrolling in a QMSS workshop as part of the training on practical applications of UDL principles.

The Benefits of the Project

This sabbatical project will enhance my teaching through the opportunity to gain wider knowledge regarding accessible, flexible course design, in addition to best practices for online instruction. It will give me the much-needed time and space to reflect on my personal pedagogical strategies and to redesign my courses to offer relevant content delivered in ways that better support all types of learners. In addition to the benefits to students outlined above, this project relates to the institutional goals of belonging and delivery.

Service History

- This is my 13th year working as full-time faculty at Yavapai College; I began my employment in Fall 2012. I was a probationary faculty member for three years, from Fall 2012 – Spring 2015.
- History of Service: Past committee memberships and other roles: GIFT Committee, Curriculum Committee, GenEd Committee, Sculpture Garden Acquisition Committee, Director of the YC Art Gallery, Executive Order Task Force, Art Department specific committees (Art Gallery, Art Acquisition), Peer Mentor
- History of Service: Current: SGA Faculty Senate Secretary (2nd term), SGA Faculty Advisor (2nd term), YCJI Advisory Board member, Respect Campaign Chair, Peer Mentor (two faculty members)
- My last sabbatical was Fall 2020 – Spring 2021. I used this time to write my dissertation and complete my PhD.

Additional Resources Required

- I would like to enroll in the Quality Matters QMSS Webinar on Universal Design. This webinar has a \$400 enrollment fee. Dean Robertson has indicated that I have funds in my budget that I can use to cover this cost.

Thank you for your consideration.

* = required field



Full-Time Faculty Sabbatical Application

Directions: This form must be submitted no later than October 15. Please fill out the form completely. Forms must include a Sabbatical Leave Request.

For technical help on this form, please contact Karen Palmer (karen.palmer@yc.edu). If Karen P. is unavailable, please reach out to Karen Vail (Karen.Vail@yc.edu). In the event that both Karens are unavailable, please reach out to Nicole Mangelsdorf (nicole.mangelsdorf@yc.edu).

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

Due Date	Action
October 15	Application Submission
November 1	Division Dean Approval
December 1	Pro Gro Committee Approval
December 15	VP/Provost Approval
January 15	President Approval
Within 1 week	President notifies applicants of recommendation one week prior to submission to Board
March 15	Board Action
April 1	Recipient will be notified no later than this date.

If you have any questions, please contact Fahim.Muzumdar@yc.edu.

First Name: * Robert
 Last Name: * Smith
 Email: * Robert.Smith@yc.edu

Please select length of Sabbatical requested: * One Semester
 Semester/Year: * Fall 2026

Select Division Dean: * John Morgan

Some deans may find the following information helpful. Please answer the following questions to the best of your ability.

Please describe your typical load for the semester, including modality and location.

* In a typical Fall semester I would teach four classes, all at CTEC in a hybrid mode:

WLD 130 Oxyacetylene welding
 WLD 145 Advanced arc welding
 WLD 250 Welded Metal Fabrication
 MET 110 For Embry Riddle

Have you spoken with your Department chair and/or other direct reports about a possible replacement plan? If so, please give details here. (i.e. who will take your courses? adjuncts? FT?)

* I have spoken with John Morgan.

Where is your office located? Do you have any YC equipment currently checked out? (i.e. laptop)

* Office is room 125 at CTEC. I have a Laptop checked out to me.

Sabbatical Proposal

Directions: Please review the following format and component requirements for your proposal carefully. Compose your proposal and upload using the button provided.

Highest priority is assigned to applications with a high probability of direct impact on subject matter expertise, pursuit or completion of advanced degrees, enhanced achievement of desired student outcomes, improved performance of faculty duties, or achievement of high priority strategic initiatives.

Format for Proposal

- 1 inch margins
- Arial or Times New Roman, 12 pt Font
- Bold Headings
- Page numbers at bottom center

Components of Proposal

- Cover Page
 - Centered vertically & horizontally
 - Must include Name, Department/Division/Campus, Date of Proposed Leave, Date of Request, Brief Title/Purpose of the Sabbatical Request
- Project Description
 - Statement of problem or area to be researched. Include data, references, or citations from the literature. If research or project relates to a potential new program, include data-based references to the potential market.
 - Specific activities, approaches, methodology (include enough detail to support time requested)
- Relevance of the Research or Project (Reference each bulleted item or N/A as appropriate)
 - Reference to Strategic Plan
 - Identify need in county or region (i.e. identify YC student, faculty, or staff need)
 - Describe in detail how your sabbatical will benefit students at YC
 - Describe how your plan benefits the college community. Include detailed implementation plan (e.g. seminars for staff/students, evidence of integration into teaching, dissemination of materials to other faculty, publication of workbooks, pilot testing and timeline for full implementation of online courses or materials)
 - Identify international and/or potential national markets or profit center opportunities
 - Specify products that will likely result from the support research time, such as texts, publications, teaching materials for use by adjuncts or other faculty, and software (describe how many lessons, text only, graphics, etc.) Address intellectual property, if applicable.
- Benefits to the Employee
 - Describe how this sabbatical will impact your teaching and/or professional development
- Service History
 - Years of full time/part time faculty service at YC (delineate probationary and/or limited term years). Include number of years and calendar years, e.g. Fall 2014-Spring 2024
 - History of faculty service
 - Date of last sabbatical, if applicable
- Additional Resources Required
 - Include staff support, such as computer technologist time, graphics, publication assistance, etc.
 - List hardware, software, or other (Internet from home, etc.)

Upload your proposal: [*Robert Smith Sabbatical FALL2026.docx](#)

Faculty Signature

Please verify the following statements by checking the boxes:

- I have verified with Human Resources the completion of six (6) full years of probationary/continuing faculty status. *
- I have read and understand the college requirements in accordance with the [Sabbatical Leave of Absence for Full-Time Faculty Policy 2.35](#). *
- I have read and understand the college requirements in accordance with the [Intellectual Property Rights Policy 2.07](#). *

Please include any additional comments below, then sign and submit the form.

Comments (optional):

* ...3798353230

Robert Smith
Signature

10/13/2025
Date

To submit this form after signing, click the "Submit" button.

Supervisor Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit.

Please indicate whether you support or do not support this application. * Support

Comments (optional):

[Empty text box for comments]

* ...3731393835
John Morgan
Signature Date 10/14/2025

Pro Gro Committee Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit.

Please indicate whether you support or do not support this application. * Support

Comments (optional):

[Empty text box for comments]

* ...3736303838
Fahim Mazumdar
Signature Date 10/24/2025

VP Workforce Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit.

Please indicate whether you support or do not support this application. * Support

Comments (optional):

John, please ensure a plan is in place for faculty coverage.

* ...3530343039
Marilyn Mercado
Signature Date 10/29/2025

Provost Approval

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit.

Please indicate whether you support or do not support this application. * -- Please Select --

Comments (optional):

[Empty text box for comments]

Signature Date

Please indicate your support/non-support of the faculty sabbatical request, add any comments, sign, and submit.

Please indicate whether you support or do not support this application. * Support

Comments (optional):

[Empty text box for comments]

* ...3335363537
Lisa Rhine
Signature Date 11/10/2025

Form Processing

VP Coordinator Processing

Please include any additional comments below, then sign and submit the form to indicate that you have received a copy. You will be able to view and save/print as a PDF for your records once you've signed the form.

Comments (optional):

[Empty text box for comments]

* ...3930313836
LP
Signature Date 11/10/2025

To submit this form after signing, click the "Submit" button.

Provost Coordinator Processing

Please include any additional comments below, then sign and submit the form to indicate that you have received a copy. You will be able to view and save/print as a PDF for your records once you've signed the form.

Comments (optional):

*

Signature Date

To submit this form after signing, click the "Submit" button.

District Governing Board Final Decision Processing

Please indicate DGB Approval or Not Approval, include any additional comments, sign and submit the form to indicate that you have received a copy. You will be able to view and save/print as a PDF for your records once you've signed the form.

Board Action Approved Not Approved DGB Date

Comments (optional):

*

(click to sign)

Signature Date

To submit this form after signing, click the "Submit" button.

Robert Smith

Department: Welding

Division: 1

Campus: CTEC

Date of Request: 10/2025

**Title: Industry Survey in Welding
Technology and Certified Welding
Inspector Professional
Development**

Project Description

Statement of problem or area to be researched:

The field of welding is rapidly changing with new technologies and manufacturing processes. Welding educators need to stay current of new technologies and practices. According to the Bureau of Labor Statistics, employment in welding is projected to grow nationally, 3% in the next ten years, and even more jobs are projected to be needed in Arizona with the current technology boom happening in the superconductor industry. This sabbatical opportunity will provide practical opportunities to explore in county and out of county manufacturing technology, including, but not limited to robotics and laser applications currently available. The questions I want to pursue are: What emerging technologies are being offered by industry? What technologies are manufacturers investing in? And ultimately, what direction does the Yavapai College Welding department need to pivot to meet these new opportunities?

Specific Activities, Approaches, and Methodology

To answer the above questions, I plan to do the following:

- Attend FabTech, an international welding, cutting, and industry conference.
- Pursue internship and job-shadowing opportunities in local and out of county manufacturing businesses where I can explore their use of emerging technologies, robotics, and laser welding/cutting applications. I am a certified welder in many different areas, as well as a Certified Welding Inspector, and a Certified Radiographic Interpreter. Those credentials offer an opportunity to get into many manufacturing areas. I have had positive responses from several in-county manufacturing businesses, as well as manufacturing businesses in Phoenix, Williams, Minnesota, and South Dakota.
- Explore opportunities and hurdles for student internships and apprenticeships with local manufacturers. The question arises, is internship and/or apprenticeship a viable and necessary pursuit for student success, or is this an antiquated practice that should be let go? I hope to gain as many perspectives as possible.

Relevance of the Research or Project

Reference to Strategic Plan

Yavapai College has strategic goals of Living Wage and Adult Learners in the category of workforce training. This sabbatical will assist with the initiative of expanding workforce training for adult learners who are looking for a career that provides a living wage.

Need in County or Region

There is a growing demand for skilled welders in our county and surrounding regions. With the constantly changing technology in the welding industry, and local and regional manufacturing businesses investing in new technology, this provides an opportunity for YC students to pursue career opportunities in the welding industry.

Benefits to YC Students

The knowledge, experience, and materials gained in this sabbatical will benefit YC students by enriching current curriculum, offering opportunities for exploration in new technologies, and encouraging students through the sharing of my experiences in the field of welding.

Benefits to the College Community

Yavapai College will benefit from my sabbatical experience because I will be bringing the most recent trends in welding technology and industry back to the welding program and the welding department.

International or National Markets or Profit Center Opportunities

There are many opportunities for qualified welders nationwide and internationally. By exploring the manufacturing industry, Yavapai College can help graduates with certificates attain those opportunities.

Products that will likely result from the Sabbatical time

The products that will likely result from my sabbatical time may include: modifications to current student learning outcomes, creation or modification of new courses/coursework in the welding department, and other modifications that enhance student learning outcomes and student success.

How this Sabbatical will impact my teaching and Professional Development

This sabbatical will enhance my teaching and professional development by providing relevant industry experience that can be passed on to students and the rest of the welding department. I am passionate about welding and career opportunities for YC students. By interacting with industry professionals in different manufacturing enterprises, it is possible to gain an outside perspective and deeper understanding of the needs and demands of the welding industry. With a new perspective and increased knowledge, I feel I can help the welding department move forward with confidence to make relevant and necessary changes to increase and enhance student learning.

Service History

Years of full time/part time Faculty Service

Adjunct Faculty: Fall 2001-Spring 2005

Full Time Faculty: Fall 2006- Present

Total Years Full Time Faculty: 19 years

History of Faculty Service

Welding Instructor teaching all aspects of the welding industry.

Date of last Sabbatical

I have not previously applied for a sabbatical.

Additional Resources Required

Staff Support

During my sabbatical it is possible that I will need assistance from TELS or IT regarding digital media or information capture and manipulation as it relates to welding.

Hardware/Software Needs

I will need access to a laptop and reliable internet service to access Canvas shells and course content, as well as for documentation of sabbatical activities.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2026 - 58.3% of the Fiscal Year Complete

Fiscal Year 2025-2026

SUMMARY - ALL FUNDS

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>	<u>FY25/26 Estimate</u>	<u>Estimate to Budget Variance</u>
REVENUES:							
General Fund	\$ 44,270,502		\$ 44,270,502	\$ 65,207,600	67.9%	\$ 65,207,600	\$ -
Restricted Fund	15,721,426		15,721,426	21,772,500	72.2%	21,772,500	-
Auxiliary Fund	5,228,104		5,228,104	9,106,600	57.4%	9,106,600	-
Unexpended Plant Fund	12,918,502		12,918,502	21,973,700	58.8%	21,973,700	-
Debt Service Fund	920,461		920,461	1,577,900	58.3%	1,577,900	-
TOTALS	79,058,995		79,058,995	119,638,300	66.1%	119,638,300	-

	<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>FY26/26 Estimate</u>	<u>Estimate to Budget Variance</u>
EXPENDITURES (note 1):								
General Fund	\$ 40,728,409	\$ 15,792,287	\$ 14,189,227	\$ 42,331,469	\$ 65,207,600	64.9%	\$ 65,207,600	\$ -
Restricted Fund	11,219,531	1,179,599	1,042,270	11,356,860	21,772,500	52.2%	21,772,500	-
Auxiliary Fund	1,275,709	3,160,763	(1,001,042)	5,437,514	9,106,600	59.7%	9,106,600	-
Unexpended Plant Fund	13,192,372	4,318,175	-	17,510,547	21,973,700	79.7%	21,973,700	-
Debt Service Fund	2,663	1,575,700	-	1,578,363	1,577,900	100.0%	1,577,900	-
TOTALS	66,418,684	26,026,524	14,230,455	78,214,753	119,638,300	65.4%	119,638,300	-
SURPLUS/(DEFICIT)				\$ 844,242	-			

COMMENTS:

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

The budget currently has a surplus of \$844,242.

The FY25/26 year is currently estimated to meet budget.

Through the seven months, 65.4% of budget has been committed (excluding labor encumbrances) compared to 66.1% of revenues received.

Balances by fund are below:

General Fund	1,939,033
Restricted Funds	4,364,566
Plant Fund	(4,592,045)
Auxiliary Funds	(209,410)
Debt Service Funds	(657,902)
	<u>844,242</u>

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2026 - 58.3% of the Fiscal Year Complete

Fiscal Year 2025-2026

GENERAL FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 25/26 Budget</u>	<u>Percent of Budget</u>	<u>FY 25/26 Estimate</u>	<u>Estimate to Budget Variance</u>	<u>FY 24/25 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>		
REVENUES:											
Primary Property Taxes	\$ 29,364,314		\$ 29,364,314	\$ 50,490,300	58.2%	\$ 50,490,300	\$ -	\$ 16,344,252	79.7%		
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%		
Tuition and Fees	14,417,005		14,417,005	15,042,100	95.8%	15,042,100	-	9,805,109	47.0%		
Tuition and Fees - Contingency	-		-	(767,000)	0.0%	(767,000)	-	-	0.0%		
State Appropriation - Maintenance	324,275		324,275	555,900	58.3%	555,900	-	185,650	74.7%		
State Appropriation - Rural Aid	1,509,325		1,509,325	1,833,600	82.3%	1,833,600	-	916,800	64.6%		
YCF Contribution - Basketball Program	-		-	-	100.0%	-	-	-	0.0%		
Other Revenues	362,045		362,045	533,800	67.8%	533,800	-	240,873	50.3%		
Interest Income	309,596		309,596	1,125,000	27.5%	1,125,000	-	475,202	-34.8%		
Fund Balance Applied to Budget	793,818		793,818	1,360,830	58.3%	1,360,830	-	1,296,033	-38.8%		
General Fund Transfer In/(Out)	(2,809,876)		(2,809,876)	(4,816,930)	58.3%	(4,816,930)	-	(2,329,033)	20.6%		
TOTAL REVENUES	44,270,502		44,270,502	65,207,600	67.9%	65,207,600	-	26,934,885	64.4%		
		<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 25/26 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 25/26 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 24/25 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>
EXPENDITURES (Note 1):											
Instruction		\$ 14,532,045	\$ 4,983,838	\$ 4,646,703	\$ 14,869,180	\$ 24,154,100	61.6%	\$ 24,154,100	\$ -	\$ 7,802,275	86.3%
Academic Support		3,752,196	1,505,439	1,442,397	3,815,238	6,274,500	60.8%	6,274,500	-	2,158,069	73.9%
Institutional Support		10,517,099	4,329,933	3,646,598	11,200,434	15,483,200	72.3%	15,483,200	-	6,851,802	53.5%
Student Services		6,428,430	2,935,878	2,716,041	6,648,267	10,930,600	60.8%	10,930,600	-	3,418,160	88.1%
Operation/Maintenance of Plant		4,739,688	2,037,199	1,737,487	5,039,400	7,654,200	65.8%	7,654,200	-	3,207,339	47.8%
Scholarships		743,850	-	-	743,850	685,100	108.6%	685,100	-	426,408	74.4%
Public Service		15,101	-	-	15,101	25,900	58.3%	25,900	-	1,738	768.6%
TOTAL EXPENDITURES		40,728,409	15,792,287	14,189,227	42,331,469	65,207,600	64.9%	65,207,600	-	23,865,791	70.7%
SURPLUS/(DEFICIT)					\$ 1,939,033	\$ -					

COMMENTS:

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

The Budget currently has a surplus of \$1,939,033.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES

For the Seven Months Ended January 31, 2026 - 58.3% of the Fiscal Year Complete

Fiscal Year 2025-2026

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>	
Supplies	2,980,012	2,260,602	31.8%	1
Scholarships	743,850	619,958	20.0%	2
Salaries	\$ 23,618,823	\$ 20,796,119	13.6%	3
Benefits	7,380,617	6,558,550	12.5%	4
Utilities & Communications	1,314,599	1,200,486	9.5%	5
Travel, Conferences & Memberships	797,423	788,117	1.2%	6
Contractual Services and Other	3,893,085	4,078,619	-4.5%	7
	<u>\$ 40,728,409</u>	<u>\$ 36,302,451</u>	12.2%	

- 1** - Supplies increased from the prior year due to increased technology related purchases (e.g. Software/Licenses), and timing of payments as well as price increases.
- 2** - Scholarship are higher in January due to timing of Athletics scholarships.
- 3** - Salaries increased due to annual compensation increases and the addition of new positions.
- 4** - Benefits increased due to new positions added in the current fiscal year (results in additional FICA, retirement etc.), medical plan premium increases, and higher tuition/fee waiver benefits due to the new bachelor's program.
- 5** - Utilities increased slightly due to Zoom cost increases off set by electricity decreases.
- 6** - Travel related overages are driven primarily by a budgeting issue related to team travel.
We will continue to review this.
- 7** - Contractual Services decreased primarily due to timing of payments such as Software Maintenance.

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, 2026 - 58.3% of the Fiscal Year Complete

Fiscal Year 2025-2026

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	\$ 8,155,942		\$ 8,155,942	\$ 11,302,700	72.2%
State Grants and Contracts	383,600		383,600	247,500	155.0%
Private Gifts, Grants and Contracts	596,377		596,377	1,246,200	47.9%
Proposition 301 Workforce Development	904,749		904,749	1,562,000	57.9%
Proposition 207 Workforce Development	2,970,000		2,970,000	2,970,000	100.0%
State Appropriation - STEM Workforce	532,650		532,650	710,200	75.0%
Fund Balance Applied to Budget	2,178,108		2,178,108	3,733,900	58.3%
TOTAL REVENUES	<u>15,721,426</u>		<u>15,721,426</u>	<u>21,772,500</u>	<u>72.2%</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	\$ 2,012,176	\$ 613,100	\$ 538,146	\$ 2,087,130	\$ 5,141,600	40.6%
Academic Support	131,722	89,049	89,049	131,722	-	100.0%
Institutional Support	68,772	34,121	34,121	68,772	-	100.0%
Student Services	220,364	14,709	-	235,073	654,100	35.9%
Operation/Maintenance	155,175	44,445	-	199,620	3,733,900	5.3%
Scholarships	7,513,624	-	-	7,513,624	8,862,300	84.8%
Public Service	1,117,698	384,175	380,954	1,120,919	3,380,600	33.2%
TOTAL EXPENDITURES	<u>11,219,531</u>	<u>1,179,599</u>	<u>1,042,270</u>	<u>11,356,860</u>	<u>21,772,500</u>	<u>52.2%</u>
SURPLUS/(DEFICIT)				<u>\$ 4,364,566</u>		

COMMENTS:

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

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

The Budget currently has a surplus of \$4,364,566.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2026 - 58.3% of the Fiscal Year Complete

Fiscal Year 2025-2026

AUXILIARY FUND

	<u>Budgeted Revenues</u>	<u>Budgeted Expenses</u>	<u>Budgeted Surplus/ (Deficit)</u>	<u>Actual Revenues</u>	<u>Actual Expenditures and Non-Labor Encumbrances</u>	<u>Year-to-date Surplus/ (Deficit)</u>	<u>FY25/26 Estimate Surplus/ (Deficit)</u>	<u>Estimate to Budget Variance</u>
AUXILIARY ENTERPRISES								
Residence Halls	\$ 1,262,000	\$ 410,100	\$ 851,900	\$ 1,131,423	\$ 240,827	\$ 890,596	\$ 851,900	\$ -
Transfer To Debt Fund to Pay Revenue Bonds	(403,300)	-	(403,300)	(235,258)	-	(235,258)	(403,300)	-
Subtotal - Residence Halls and Summer Conferences	<u>858,700</u>	<u>410,100</u>	<u>448,600</u>	<u>896,165</u>	<u>240,827</u>	<u>655,338</u>	<u>448,600</u>	<u>-</u>
Bookstore Rental and Commissions	20,000	-	20,000	1,045	-	1,045	20,000	-
Food Services	1,918,000	2,152,000	(234,000)	1,494,754	1,440,181	54,573	(234,000)	-
Vending	30,000	-	30,000	16,447	-	16,447	30,000	-
Employee/21+ Student Housing & Facility Rentals	989,200	485,500	503,700	384,489	274,360	110,129	503,700	-
Edventures & Community Education	47,000	72,900	(25,900)	17,329	48,307	(30,978)	(25,900)	-
Winery - Tasting Room	270,000	360,100	(90,100)	118,064	201,962	(83,898)	(90,100)	-
Family Enrichment Center	882,370	1,216,300	(333,930)	463,400	723,729	(260,329)	(333,930)	-
Community Events	1,135,600	1,256,800	(121,200)	285,129	906,902	(621,773)	(121,200)	-
Performing Arts Productions	300,000	303,100	(3,100)	174,056	174,056	-	(3,100)	-
SBDC (Federal Grant Match Requirement)	-	193,100	(193,100)	3,000	126,819	(123,819)	(193,100)	-
Yavapai College Foundation	601,500	601,500	-	322,547	322,547	-	-	-
Other Auxiliary Enterprises	409,700	457,800	(48,100)	92,370	104,341	(11,971)	(48,100)	-
General Fund Transfer In	1,644,530	-	1,644,530	959,309	-	959,309	1,644,530	-
Contingency	-	100,000	(100,000)	-	-	-	(100,000)	-
Facilities & Administrative Allocation	-	1,497,400	(1,497,400)	-	873,483	(873,483)	(1,497,400)	-
	<u>\$ 9,106,600</u>	<u>\$ 9,106,600</u>	<u>\$ -</u>	<u>\$ 5,228,104</u>	<u>\$ 5,437,514</u>	<u>\$ (209,410)</u>	<u>\$ -</u>	<u>\$ -</u>

Comments:

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

The Budget currently has a deficit of \$(209,410).

Estimate to Budget variance for FY26 is expected to be \$0.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2026 - 58.3% of the Fiscal Year Complete

Fiscal Year 2025-2026

UNEXPENDED PLANT FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>	<u>FY25/26 Estimate</u>	<u>Estimate to Budget Variance</u>		
REVENUES:									
Primary Property Taxes	\$ 4,507,559		\$ 4,507,559	\$ 7,750,500	58.2%	\$ 7,750,500	\$ -		
Primary Property Taxes - Contingency	-		-	(45,000)	0.0%	(45,000)	-		
Investment Income	395,655		395,655	500,000	79.1%	500,000	-		
Other	7,171		7,171	40,000	17.9%	40,000	-		
Fund Balance Applied to Budget	6,841,450		6,841,450	11,728,200	58.3%	11,728,200	-		
General Fund Transfer In	1,166,667		1,166,667	2,000,000	58.3%	2,000,000	-		
TOTAL REVENUES	12,918,502		12,918,502	21,973,700	58.8%	21,973,700	-		
		<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>FY25/26 Estimate</u>	<u>Estimate to Budget Variance</u>
EXPENDITURES (Note 1):									
Planned Maintenance		\$ 2,650,569	\$ 347,466	\$ -	\$ 2,998,035	\$ 4,463,200	67.2%	\$ 4,463,200	\$ -
Unplanned Maintenance		147,823	111,036	-	258,859	292,400	88.5%	292,400	-
Capital Improvement Projects		8,161,439	3,294,164	-	11,455,603	13,138,300	87.2%	13,138,300	-
Equipment		1,188,543	112,319	-	1,300,862	1,990,600	65.4%	1,990,600	-
Furniture and Fixtures		111,688	15,234	-	126,922	273,200	46.5%	273,200	-
Enterprise Resource Planning Software		410,854	437,956	-	848,810	916,400	92.6%	916,400	-
CLI Books		1,356	-	-	1,356	8,000	17.0%	8,000	-
Contributions to Capital Projects									
Accumulation Account - Future Projects		-	-	-	-	-	100.0%	-	-
Capital Contingency		520,100	-	-	520,100	891,600	58.3%	891,600	-
TOTAL EXPENDITURES		13,192,372	4,318,175	-	17,510,547	21,973,700	79.7%	21,973,700	-
SURPLUS/(DEFICIT)					\$ (4,592,045)	-			

COMMENTS:

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

The Budget currently has a deficit of -\$4,592,045.

This is a timing issue. Most of revenue is recognized as monthly allocation and will go up steadily as the year goes on. Nearly 25% of the expense budget remains encumbered with most of that related to in-progress projects with established purchase orders.

Estimate to Budget variance for FY26 is expected to be \$0.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2026 - 58.3% of the Fiscal Year Complete

Fiscal Year 2025-2026

DEBT SERVICE FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY26/26 Budget</u>	<u>Percent of Budget</u>	<u>FY25/26 Estimate</u>	<u>Estimate to Budget Variance</u>
REVENUES:							
Investment Income	\$ 20		\$ 20	\$ -	100.0%	\$ -	\$ -
General Fund Transfer In	683,900		683,900	1,172,400	58.3%	1,172,400	-
Auxiliary Fund Transfer In	235,258		235,258	403,300	58.3%	403,300	-
Fund Balance Applied to Budget	1,283		1,283	2,200	58.3%	2,200	-
TOTAL REVENUES	920,461		920,461	1,577,900	58.3%	1,577,900	-

	<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>FY25/26 Estimate</u>	<u>Estimate to Budget Variance</u>
<u>DEBT SERVICE FUND</u>								
EXPENDITURES (Note 1):								
Revenue Refunding Bonds - 2024								
Principal Payments	\$ -	\$ 555,000	\$ -	\$ 555,000	\$ 555,000	100.0%	\$ 555,000	\$ -
Interest Payments	-	617,400	-	617,400	617,400	100.0%	617,400	-
Revenue Bonds - 2013								
Principal Payments	-	375,000	-	375,000	375,000	100.0%	375,000	-
Interest Payments	-	28,300	-	28,300	28,300	100.0%	28,300	-
Bank Fees	2,663	-	-	2,663	2,200	121.0%	2,200	-
TOTAL EXPENDITURES	2,663	1,575,700	-	1,578,363	1,577,900	100.0%	1,577,900	-
SURPLUS/(DEFICIT)				\$ (657,902)	\$ -			

COMMENTS:

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

The Budget currently has a deficit of -\$657,902 as 100% of expenses have been encumbered.

Through the seventh month, 100% of budget has been committed compared to 58% of revenues received. This is a timing issue which will even out as allocations are made in coming months. Estimate to Budget variance is expected to be \$0

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

**District Governing Board Budget Trends
FY's 23 - January, 2026
FY26 is 58% Complete**

	Salary + ERE	Legal / Professional / Other Contractual	Travel	Food	Dues	Printing	Supplies	Other	Total
FY23									
Budget	91,171	107,000	35,800	5,000	7,000	5,000	6,700	500	258,171
Expenditures	77,895	58,471	31,898	4,237	-	652	789	1,317	175,259
% of Budget	85%	55%	89%	85%	0%	13%	12%	263%	68%
FY24									
Budget	95,945	107,000	35,800	5,000	7,000	5,000	6,700	500	262,945
Expenditures	108,269	65,451	47,200	3,926	-	2,882	3,320	1,130	232,178
% of Budget	113%	61%	132%	79%	0%	58%	50%	226%	88%
FY25									
Budget	114,334	147,500	41,500	7,000	4,000	3,000	3,000	2,982	323,316
Expenditures	111,793	130,664	24,801	5,508	23	895	2,360	3,116	279,160
% of Budget	98%	89%	60%	79%	1%	30%	79%	104%	86%
FY26									
Budget	116,263	80,750	41,500	7,000	4,000	3,000	3,000	1,500	257,013
Encumbered	39,945	53,670							93,615
Expenditures	69,332	33,831	12,167	-	-	215	547	317	116,409
% of Budget Encumbered	34%	66%	0%	0%	0%	0%	0%	0%	36%
% of Budget Spent	60%	42%	29%	0%	0%	7%	18%	21%	45%
% of Budget Encumbered + Spent	94%	108%	29%	0%	0%	7%	18%	21%	82%

Legal / Professional / Other Contractual FY26 budget is lowest of the 4 years.

PO was lowered in November to reduce encumbered balance - and overall expense - in Legal / Professional.