



Yavapai College

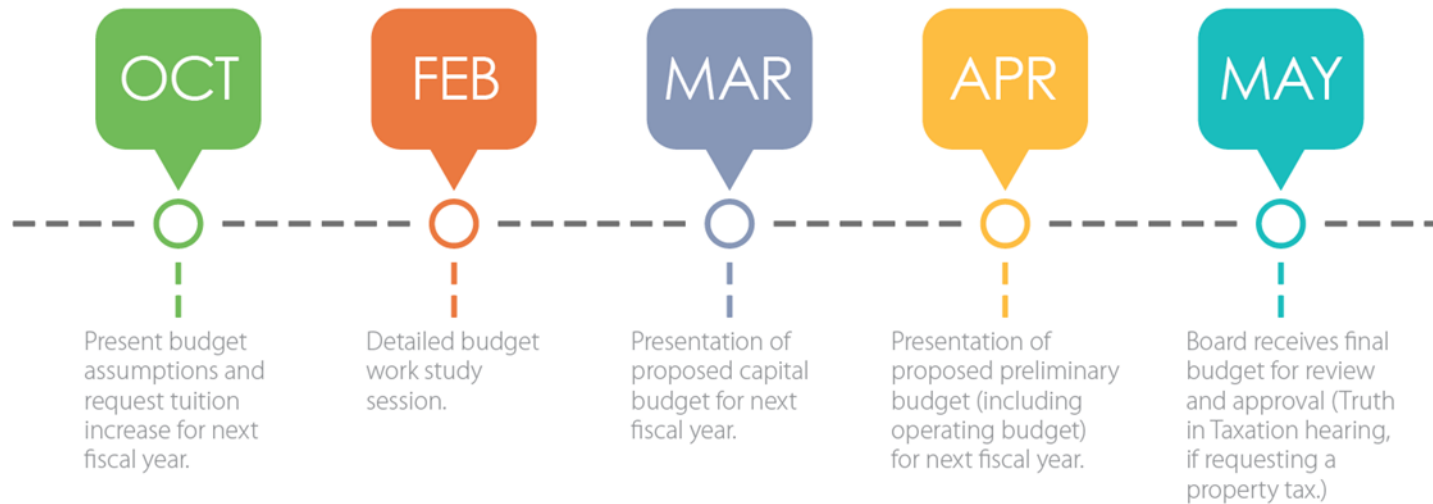
FY21-22 BUDGET

“The budget is not just a collection of numbers, but an expression of our values and aspirations.”

JACK LEW

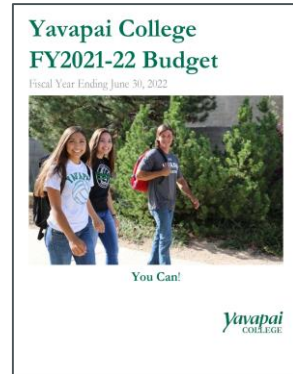
FORMER US SECRETARY OF THE TREASURY

Budget Process Timeline



YC Budget Website

Budget- GFOA Format

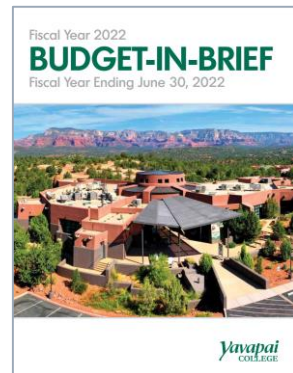


Calendar

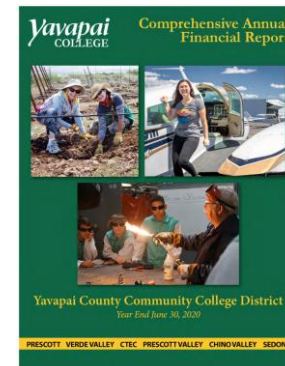
Budget- State format

Budget Manager Forms & Instructions

Budget in Brief



CAFR





YC Finances

Where does the money come from?

Where does it go?

Revenue Streams



Where the Money Comes From



Expenditure
Limit



No
Expenditure
Limit



Restricted



Expenditure Limit & Restricted

• Primary Property Taxes	\$47.9M	
• State	\$4.6	EL controls
<hr/>		
• Tuition & Fees	\$10.6	No EL
• Sales & Service	\$3.5M	
• Grants & Gifts	\$23.4M	
• Other	\$1.9M	
• <u>Fund Balance</u>	<u>\$1.2M</u>	
TOTAL	\$92.9M	

Expenses by Fund



How We Keep Track of the Money



General



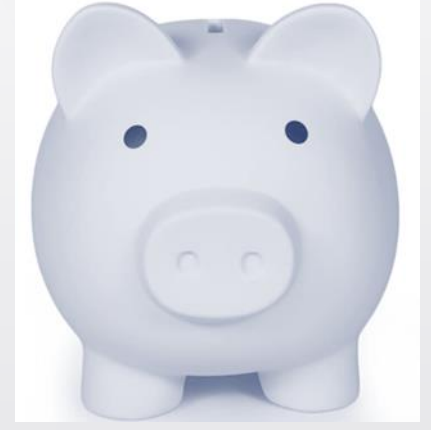
Auxiliary



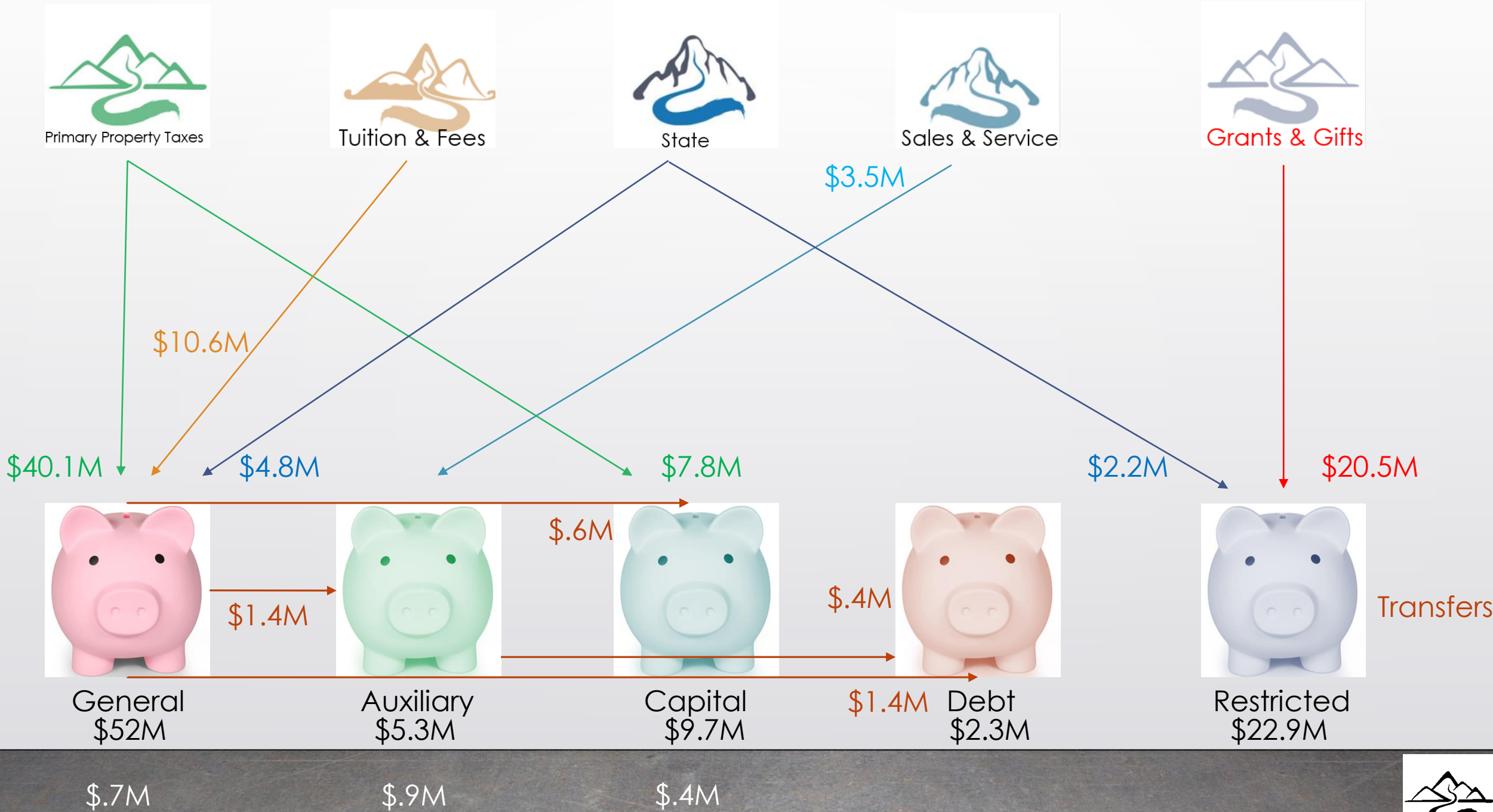
Capital



Debt



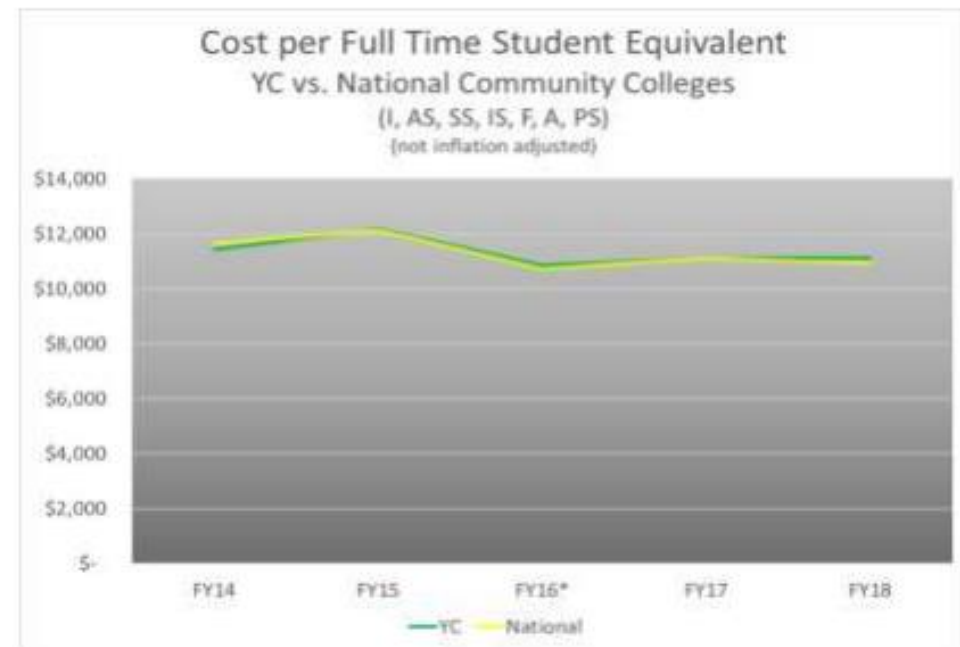
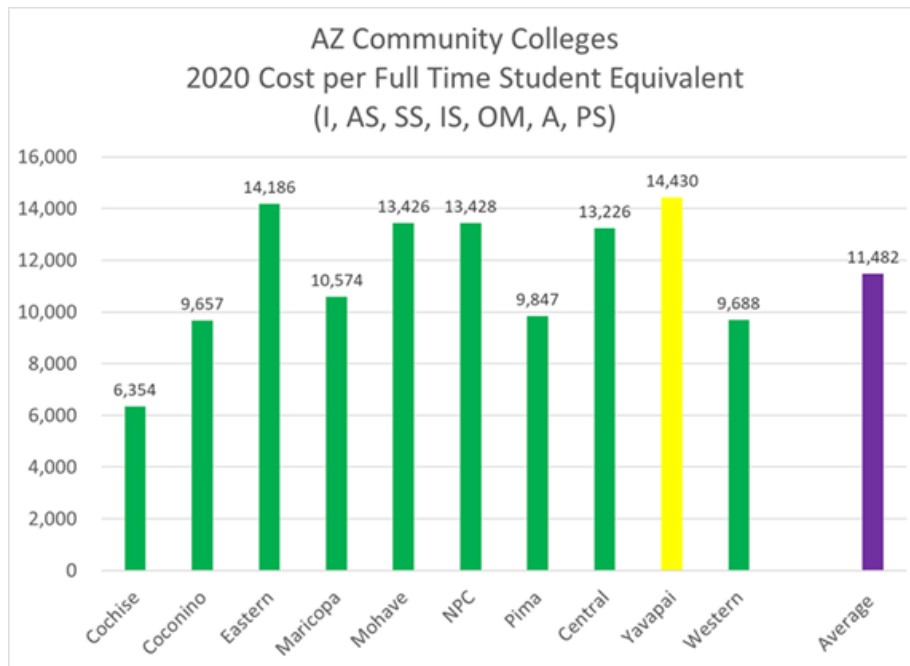
Restricted



NACUBO Operating Expenses by Function

- **Instruction** (Credit, Non Credit, ABE, Tutoring)
 - **Academic Support** (Library, Deans, academic-IT)
 - **Institutional Support** (Business Office, CR, HR, Marketing, IT, IR, etc.)
 - **Student Services** (Registrar, Advising, Financial Aid, ADA, Career Services, Sports)
 - **Plant & Operations Maintenance** (Maintenance, Grounds, Custodial, Police)
- Education & General (Operating)
- **Auxiliaries:** Non-core, internally focused services such as Bookstore, Food, Residence Halls
 - **Public Service:** Non-core, externally focused services such as Community Events, REDC & FEC

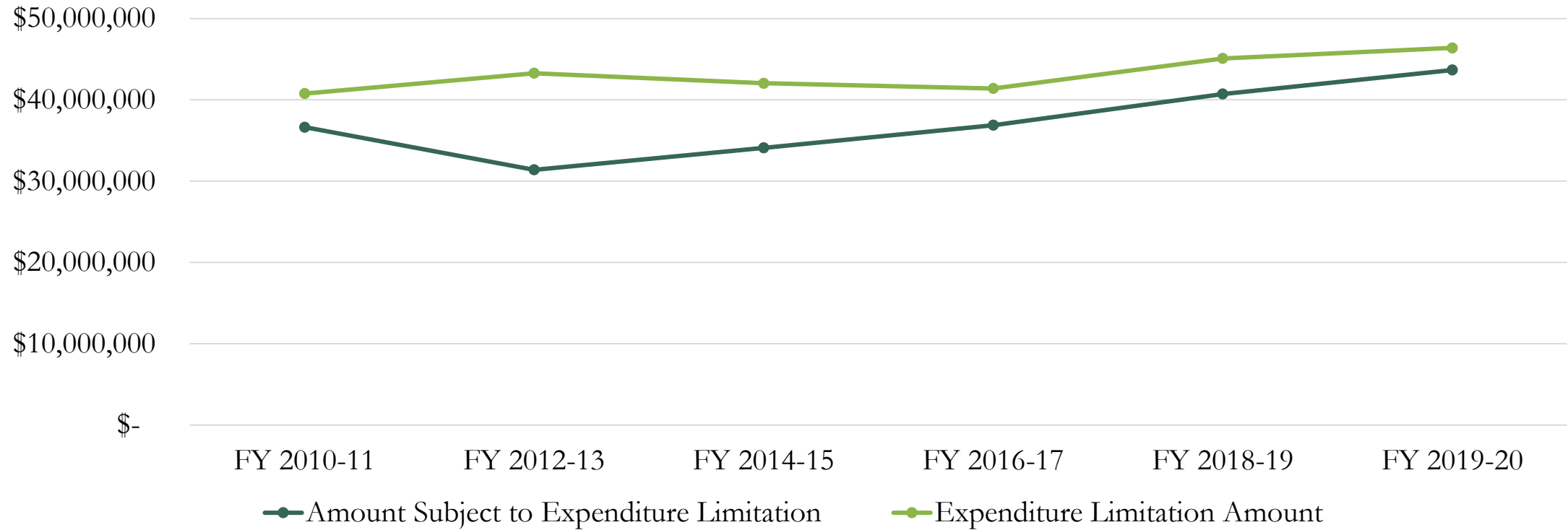
Expense by NACUBO Programs



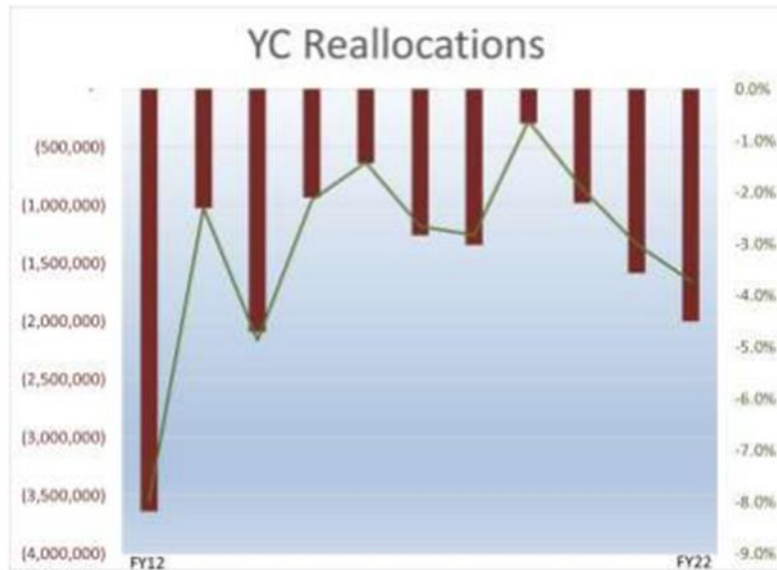
Natural Expenses

Salaries & Benefits	\$26M
Supplies & Services	\$7
Contract Services & Other	\$9.6
Utilities	\$2.1
Travel, Conferences, Memberships	\$1.2
Scholarships	\$14.1
Capital	\$8.8
Debt	\$2.3
Contingency	<u>\$1.4</u>
Total	\$92.9M

Expenditure Limitation History FY 2010-11 Through FY 2019-20



Financial Strategies



- Transparency: Budget, EL, PL
- Conservative budget practices
- 5 Year Budget & EL Projections

- Re/allocate money to emerging priorities
- Monitor & Manage EL
- Find grants that support where we are headed- don't chase the money

- Pilot best practices then bring to scale
- Careful with capital

1
Belonging



2
Living Wage



Strategic Plan
*Future Focused,
Community Inspired*

3
Adult Learners



4
Delivery



Academic Master Plan
Early Alert; D/F/W Improvement Rate;
Faculty Welcome Letter;
Faculty Engagement in Student Organizations

Academic Master Plan
CTE stack/lead to living wage;
Increase paid internships;
semester or less programs that lead to living wage

Academic Master Plan
Progression plans; Weekend College;
Academic/early intrusive advising;
credit for prior learning

Academic Master Plan
YC Online; 8-week courses; Expand OER;
Destination programs for Lifelong Learners;
4-year degree

Student Affairs Retention Plan
Early Alert; Support for D/F/W Improvement Rate;
Increase academic and non-academic engagement

Marketing & Recruitment Plan
Promote key academic programs,
non-credit. ABE/GED

Student Affairs Retention Plan
Promote finishing on time; integrated career decision making;
improve student health & wellness

Student Affairs Retention Plan
Establish pathways for all delivery formats;
Implement majors within transfer degrees to each university

Human Resources Plan
Conduct employee engagement survey;
refine turnover/resignation data & implement exit interviews

Human Resources Plan
Custodian living wage; market response project;
mkt study for faculty; market study GR 9-13

Marketing & Recruitment Plan
Target demographics on GENX & Millennials,
Hispanic populations

Human Resources Plan
Develop micro-credentials for employees in area of outward mindset & Supervisor Training

Human Resources Plan
Implement Spanish/English Interpreter Incentive Program

Technology Plan

Budget, Foundation Plan & Facility Master Plan