

Yavapai College
District Governing Board
Regular Meeting

Tuesday, April 12, 2022
1:00 p.m.

The Rock House
1100 E. Sheldon Drive
Prescott, Az. 86301

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

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

Persons with a disability may request a reasonable accommodation, such as a sign language interpreter or closed caption, by contacting the Executive Assistant at (928)776-2307. Requests should be made as early as possible to allow time to arrange the accommodation.

Please note that meeting conclusion time is included for planning purposes only and does not necessarily reflect the actual time of the agenda item. When regular board meetings, public hearings (both truth in taxation and budget adoption public hearings) and budget adoption special meetings are scheduled for the same date, each hearing or meeting will begin immediately upon adjournment of the preceding hearing or meeting.

AGENDA

1. General Functions: Procedural
 - a. Call to Order {Time: 1}
 - b. Pledge of Allegiance {Time: 1}
 - c. Adoption of Agenda – **DECISION** {Time: 1}
2. Study Session
 - a. Open Call – **INFORMATION** {Time: 10}
 - b. Arizona Auditor General Report- **INFORMATION** – Mr. Frank D’Angelo,
Director of Business Services & Controller {Time:10}
David Glennon, Financial Audit Manager
Donna Miller, Director, Financial Audit Division
Lindsey Perry, Auditor General

- c. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
 - i. Presidents Report on Board Policy 101, College Priorities – Dr. Diane Ryan, Vice President of Academic Affairs, Rodney Jenkins, Vice President of Student Development and Community Affairs. (*Attached*) {Time: 30}
 - ii. College Council – Dr. Diane Ryan, Dr. Emily Weinacker, and Mr. Rodney Jenkins
 - 1. Faculty Senate – Dr. Karen Palmer (*Attached*)
 - 2. Staff Association – Katherine Anderson (*Attached*)
 - 3. Student Government Association – Jamie Oltersdorf, YCSGA Online Senator (*Attached*)
 - iii. Yavapai College Legislative Report – Mr. Rodney Jenkins (*Attached*)
 - iv. Budget to Actual Monthly Report and Cash Reserves Monthly Report (*Attached*)

 - d. 2022-2023 Yavapai College Preliminary Budget – Dr. Clint Ewell, Vice President of Finance, **INFORMATION AND DISCUSSION** (*Attached*) {Time:120}
3. Board Business
- a. Consent Agenda – **DECISION** {Time: 5}
 - i. Board Regular Meeting Minutes – Tuesday, March 22, 2022 (*Attached*)
 - ii. Receipt of Report on Revenues and Expenditures for February 2022 (*Attached*)
 - iii. Intergovernmental Agreement with Charter Schools for 2022-2024 Academic Year (*Attached*)
 - iv. Intergovernmental Agreement with School District for 2022-2024 Academic School Year (*Attached*)
 - v. Intergovernmental Agreement with School District with Computer Network Technologies 2022-2024 Academic Year (*Attached*)
 - vi. Acceptance of President's Report on Board Policy 101 College Priorities

 - b. Report on Board Self-Assessment- Board Chair McCasland, **INFORMATION, DISCUSSION, AND DECISION** {Time:10}

 - c. 2022-2023 Yavapai College District Governing Board Schedule, Board Chair McCasland, **INFORMATION, DISCUSSION AND DECISION** {Time 10}
 - i. 2022-2023 Board Policy Review/Edit Schedule (*Attached*)
 - ii. 2022-2023 District Governing Board Calendar Meeting Dates (*Attached*)
4. Study Session- Continued
- a. Board Liaisons' Reports - **INFORMATION AND DISCUSSION** {Time:10}
 - i. Board Spokesperson – Board Chair McCasland
 - ii. Arizona Association of Community College Trustee (AACCT) – Board Chair McCasland
 - iii. Yavapai College Foundation – Board Chair McCasland

b. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}

- i. 2021-2022 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats (*Attached*)
- ii. 2021-2022 Dates, Times, and Places of Future College Events (*Attached*)
- iii. 2021-2022 Dates, Times, and Places of Future National, State, and Local Conferences (*Attached*)

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



Yavapai County Community College District

District Governing Board Meeting
April 12, 2022

Agenda Item: 2.b

Audit requirements

- **U.S. Generally Accepted Auditing Standards**
 - **American Institute of Certified Public Accountants (AICPA)**—These are the same auditing standards CPA firms follow when conducting many financial statement audits.
- **U.S. Government Auditing Standards**
 - **U.S. Comptroller General of the United States/Government Accountability Office**—These adopt the AICPA standards but add other specific requirements for governmental entities.
- **U.S. Single Audit Act/Uniform Guidance Regulations**
 - **U.S. Office of Management and Budget (OMB)**—The Act gives the OMB Director authority to develop government-wide regulations to comply with the Act, referred to as Uniform Guidance.



Annual audit reports



- **Annual Comprehensive Financial Report (ACFR)**
 - **Financial statement audit report**—Included in the Districts ACFR and provides our auditors' opinions as to whether the District's financial statements are presented fairly, in all material respects, in conformity with U.S. generally accepted accounting principles.
- **Single Audit Report**
 - **Financial statement internal control and compliance audit report**—Presents any deficiencies in internal control; fraud/abuse; noncompliance with laws/regulations or contracts/agreements that we identify as part of our financial statement audit and are required to report.
 - **Federal program internal control and compliance audit report**—Presents our auditors' opinion on District's federal award schedule and our opinions and findings on federal program compliance and any control deficiencies.



Report highlights

- Links to audit reports
- Primary revenue sources and how they were spent
- Year's financial highlights and their effect on financial position
- Audit findings and recommendations
- Links to resources and prior year audit reports

www.azauditor.gov

Report Highlights

Arizona Auditor General
Making a positive difference

Yavapai County Community College District Annual financial statement and compliance audits

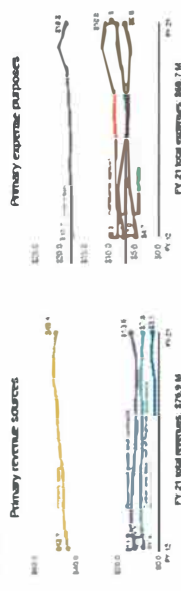
The District's fiscal year 2021 reported financial information is reliable. We did not report any deficiencies or non-compliance.

Audit's purpose

To express our opinion on the District's financial statements and on compliance with certain federal requirements and, if applicable, to report findings over non-compliance with certain laws and regulations or other financial deficiencies.

Primary revenue sources and how they were spent

Fiscal years (FY) 2012 through 2021
(in millions)



Source: Auditor General staff summary of information supplied from the District's financial statements.

Largest primary revenue sources FY 2021

- **Property taxes 44.7%**— Levied and collected from property owners based on the assessed value of real and personal property within Yavapai County.
- Government grants and contracts 17.7%— Includes State and federal government grant programs awarded primarily for student financial aid and contracts to provide educational services.

Largest primary expense purposes FY 2021

- Instruction 27.4%— Costs to provide instruction for all students and online learning, including instruction for general education, vocational/technical programs, and community education.
- Institutional support 15.6%— Costs for District-wide planning and administrative support, including executive management, general and fiscal operations, information technology, and public relations/marketing.

District's net position increased in FY 2021

Compared to the \$8.1 million net position at the beginning of the fiscal year, the District's net position increased to \$15.7 million at June 30, 2021. Net position includes all assets, such as buildings, vehicles, and cash and receivables, less all liabilities, such as unpaid pension and other payroll obligations, long-term debt, and accounts payable. None of the net position is unencumbered, meaning some is not in spendable form, and the rest is restricted by external parties.

Board communications

Reports & Correspondence

- Board members receive emails from us each time a report is issued.
- Audit initiation email with required audit terms and conditions.
- Audit completion email and letter that summarizes our audits and explains if we encountered any difficulties/misstatements and District management representations.

Resources

- **We provide resources on our website, such as:**
 - Guidance for financial statement and expenditure limitation reporting.
 - User guides for understanding information in financial reports and reports on internal control/compliance.
 - Fraud prevention alerts.
 - Budget forms.
 - Frequently asked questions, webinars, and guidance on various topics.



Prior year audit finding

- **Federal award finding #2020-101**
 - Included in the District's prior fiscal year 2020 Single Audit Report issued in March 2021.
 - We reported this 1 audit finding in the prior year that recommended improvements to the District's procurement policies.
 - The District reported that this finding was fully corrected on June 30, 2021, and we concurred.



President's Priorities on Board Priority 101

1. Education
2. Economic Development
3. Community

Yavapai
CO

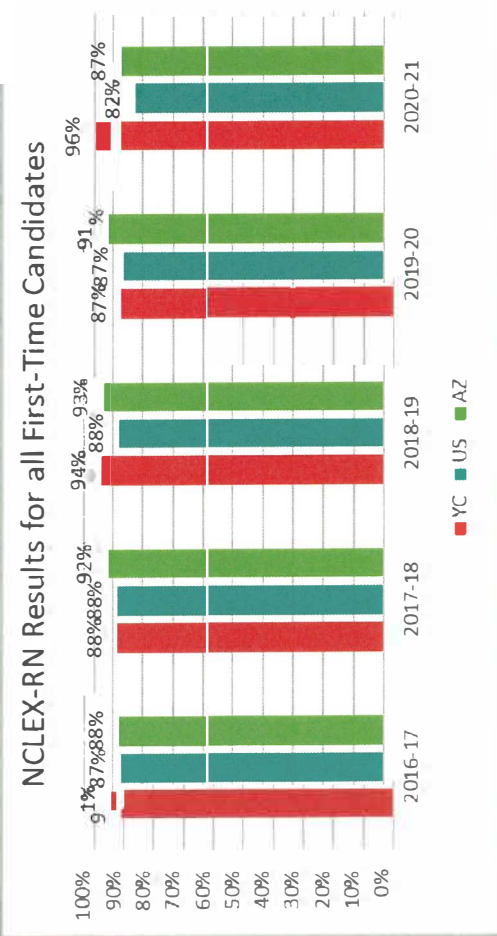
District Governing Board Priority: 101 College Priorities

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life.

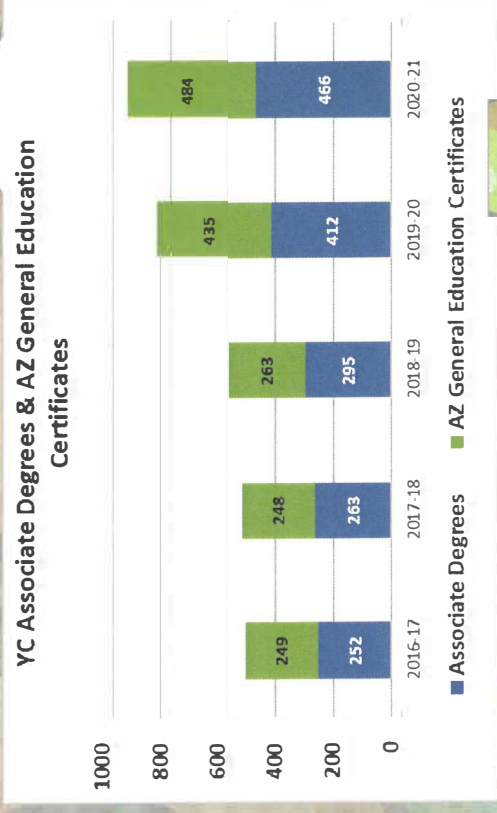
The College will achieve these results at a cost the Board believes is justifiable.

Priority 1: Education

1. Students demonstrate success in career and technical education that prepares them for employment success.

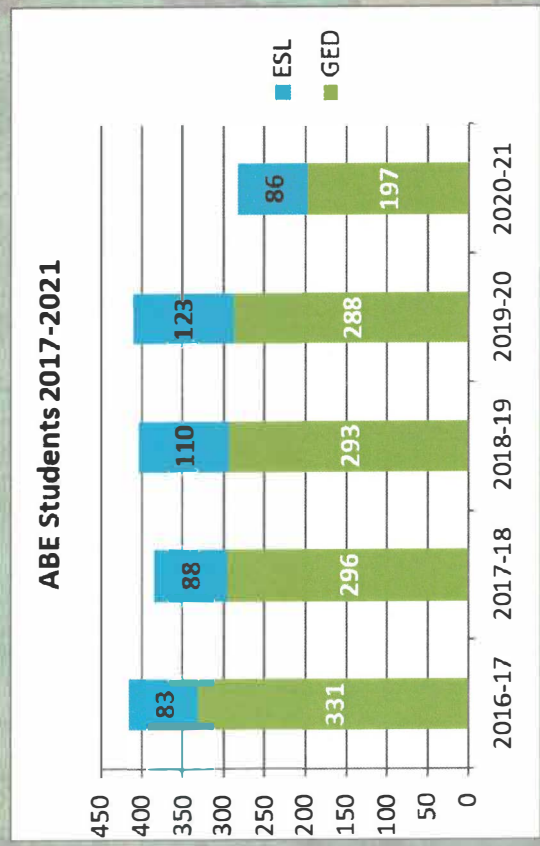


2. Students demonstrate success in transfer-level courses and are prepared to succeed at transfer institutions.

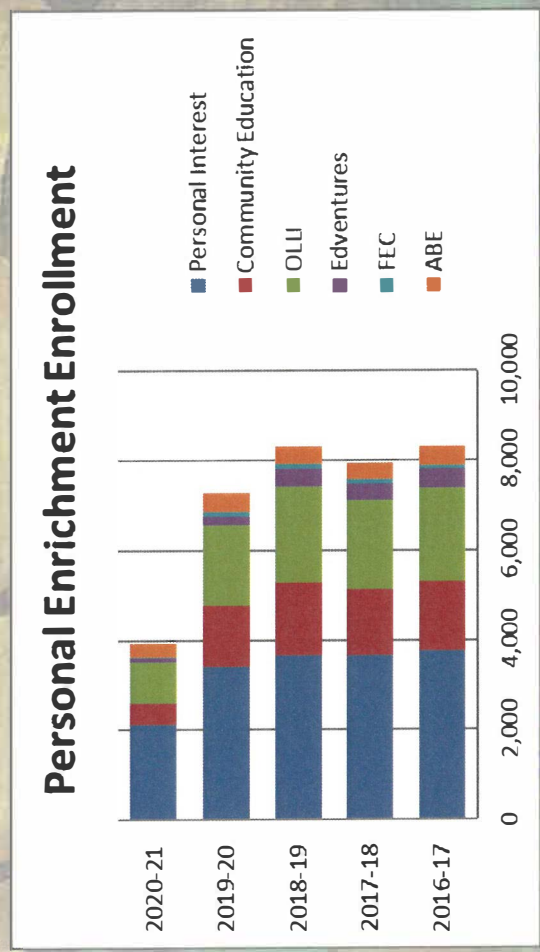


Priority 1: Education

3. Students demonstrate success in basic skills courses and are prepared to succeed in college-level courses.



4. Lifelong Learners have access to a variety of learning opportunities.

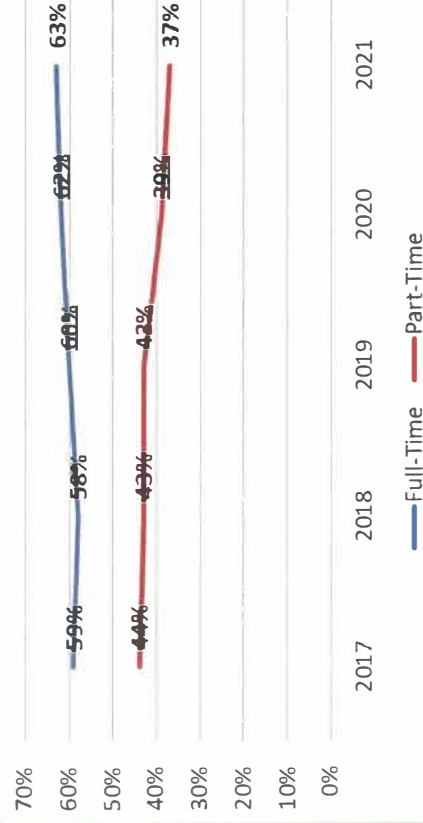


Priority 1: Education

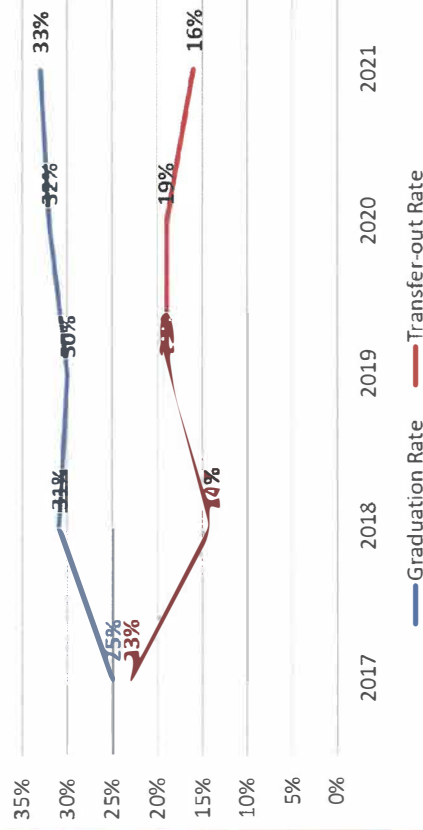
5. Students maximize their ability to complete courses, persist through program or course completion, and achieve their educational goals.

6. Students maximize their ability to complete courses, persist through program or course completion, and achieve their educational goals.

IPEDS First to Second Year Retention Rates



IPEDS Graduation Rates (150% time)



Priority 2: Economic

REDC Strategic Plan has (4) components:

- **Workforce training & job connections;**
- **Business creation, expansion, and recruitment;**
- **Innovation & economic research;**
- **Sustainability.**

Priority 2: Economic

Workforce Training & Job Connections

Year	Job Fair Trends		
	# of Job Fairs & Placement Events	# of Employers	# of Job Seekers
2021	7 (6 completed & 1 pending for April)	247	796
2020	2	252	970
2019	7	308	1181
2018	7	340	1250
2017	5	273	984
2016	3	262	854
	2	139	527

Job Posting & Placement Trends

Year	Job Postings	Direct Jobs Placed	Internships & Apprenticeships
2021	981	38	11
2020	1422	23	COVID Restrictions
2019	1914	25	46
2018	1824	12	31
2017	2018	38	6
2016	1719	41	12

Business Creation, Expansion & Recruitment

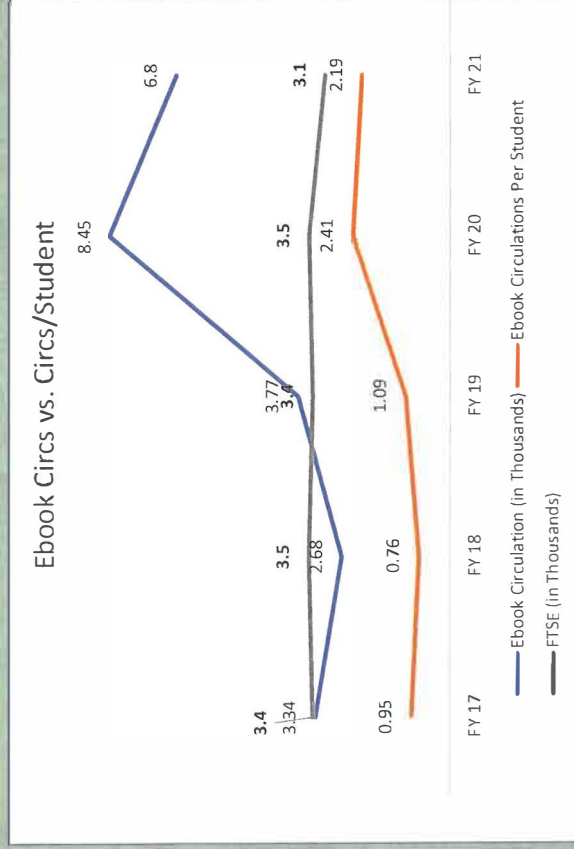
Yavapai SBDC	2021			2020 (COVID-19 Year)			3 Years Previous			4 Years Previous		
	ACTUAL	GOALS	STATUS %	ACTUAL	GOALS	STATUS %	ACTUAL	GOALS	STATUS %	ACTUAL	GOALS	STATUS %
New Jobs	122	380	32%	143	110	130%	112	120	93%	98.5	85	116%
Jobs Retained	197	120	164%	158	50	316%	87	55	158%	75	15	500%
Sales Increase	\$2,761,374	\$2M	138%	\$4,547,499	\$3.5 M	130%	\$2,134,279	\$3.5 M	61%	\$4,190,196	\$3.2M	131%
New Capital	\$15,515,029	\$7M	222%	\$10,332,152	\$7M	148%	\$6,597,708	\$6M	110%	\$4,019,833	\$3.6M	112%
Long Term Clients	423	380	111%	437	55	795%	77	55	140%	86	85	101%
Business Starts	56	50	112%	47	45	104%	67	40	168%	34	30	113%

Priority 3: Community

- The Performing Arts Center remained closed due to COVID in 20-21. In spite of the closure, the department staff produced a number of virtual and outdoor events, including:
 - Radio Players – virtually streamed plays
 - Concerts on the Green – outdoor concerts in PV
 - Yavapai Live – virtually streamed concerts
- Due to COVID - Both Art Galleries closed to visitors from March 2020 to August 2021.
 - The Prescott Art Gallery remained closed until mid-October 2021 for building upgrades.
 - All exhibits for the Prescott Art Gallery from 07/01/20 – 06/30/21 were online with a total of \$6,960 in online sales.
 - Both exhibits in the Verde Valley Gallery were also online.

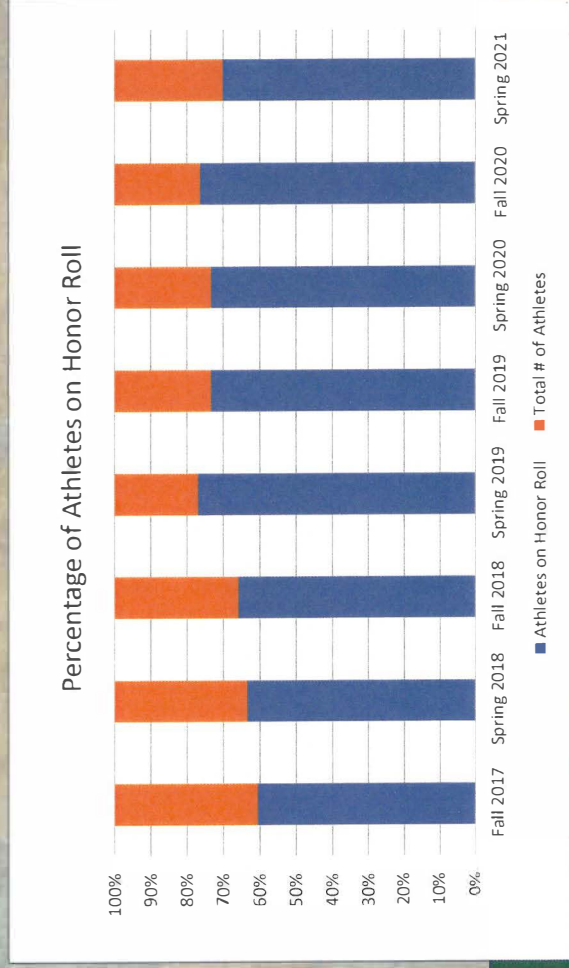
Priority 3: Community

- YC Library saw significant increases in curbside pickups and ebook circulations during months where the libraries were closed



Priority 3: Community

- Despite strict COVID restrictions, YC athletics were successful on the field:
 - Men's Soccer - Region I Champions
 - Volleyball - ACCAC, Region I, and National Tournament Qualifiers
 - Baseball – Region I Champions
 - Softball – Region I Champions, 4th place in National Tournament
- And in the Classroom





Questions?



FACULTY ASSOCIATION UPDATES

<i>Updates</i>	<i>Projects</i>	<i>Highlights</i>	
ALIGNMENT <ul style="list-style-type: none">• Mission• Structure• Constitution	FACULTY SERVICE	PROFESSIONAL GROWTH	



Honoring our Bright Stars Years of Service 2022

Yavapai
COLLEGE

Years of Service

Five Years	18 Employees
Ten Years	9 Employees
Fifteen Years	13 Employees
Twenty Years	7 Employees
Twenty-Five Years	4 Employees
Thirty Years	1 Employee



Degrees and Certificates

Certificates	3 Employees
AA Degree	6 Employees
Bachelors Degree	4 Employees
Masters Degree	1 Employee
Ph.D.	1 Employee



Verde Valley Campus

April 14

12:00pm — 1:30pm

Pavilion 1

Prescott Campus

April 15

2:00pm — 3:30pm

Upper Quad Area

Yavapai
COLLEGE





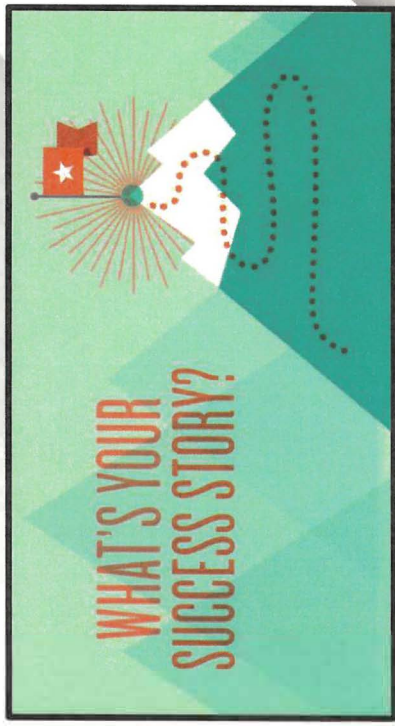
Provided by your
SGA
STUDENT GOVERNMENT ASSOCIATION

Concerns and/or Questions
This form will carry your concern and/or question to the YC Student Government Association. We truly appreciate your VOICE!



yc.edu/inputsga

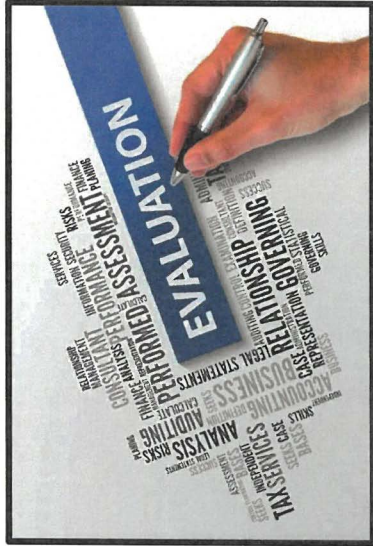
April 2022



WHAT'S YOUR
SUCCESS STORY?



WE WANT YOU!



EVALUATION

GOVERNANCE

BUSINESS

ACCOUNTING

ANALYSIS

ADVERTISING

PERFORMANCE

ASSESSMENT

RESEARCH

FINANCIAL STATEMENTS

TAX SERVICES

LEGAL

STUDENT GOVERNMENT ASSOCIATION

GOVERNANCE

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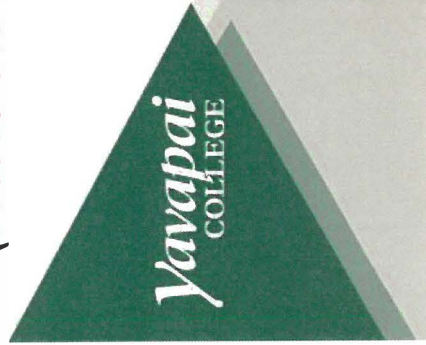
DGB Legislative Update for April 2022

- Concealed Carry
- Expenditure Limitation
- CTEDs Offering Associate Degrees
- Arizona Advanced Technology Network (AATN)

State Legislation being considered:

S1123/H2447: Conceal Carry: Prohibits public educational institutions from enforcing any policy or rule that restricts or prohibits faculty or students from carrying or transporting a firearm on college or university properties if the person has a conceal carry permit. The college must also adopt guidelines for using a firearm in an active shooter incident. *(AC4 Opposed: Held in the House/Passed Senate Rules Comm)*

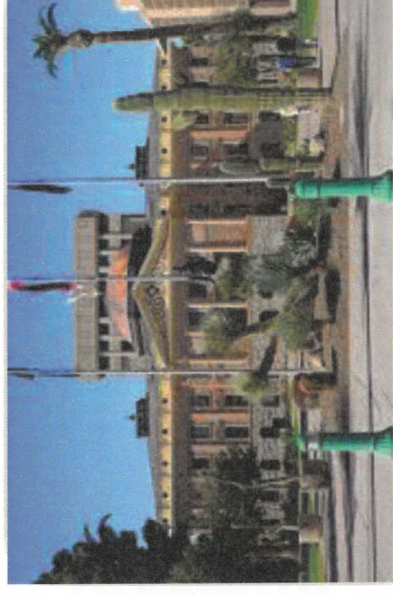
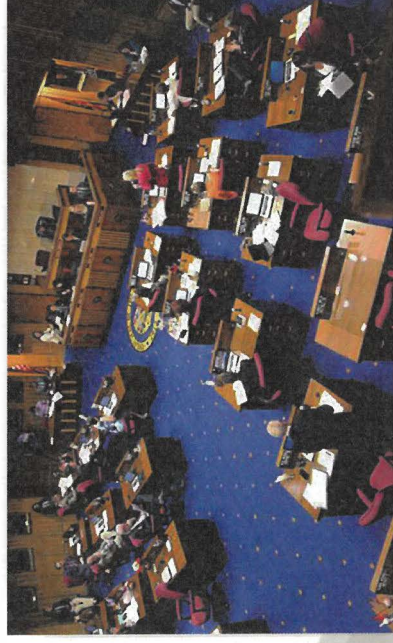
S1374: Full Time Equivalent Student; Expenditure Limitation: In the calculation of state aid Full-Time Equivalent at a community college will be 12 credits instead of 15 credits. *(Passed the Senate 26-2; headed to the House)*



State Legislation being considered:

H2034: CTEDs; Associate Degrees: This authorizes CTEDs to offer associate degrees That are accredited by a regional accreditation body approved by the U.S. Dept. of Ed. (*Passed the House 50-9; headed to Senate Education Committee*)

S1406: Excused Military Absences: Higher Education: This allows active military personnel who are called to duty to complete the course at a later date. (*Unanimously passed the Senate; headed to the House*)



The Arizona Advanced Technology Network (AATN)

- The primary goal of the AATN is to create and maintain a standard advanced technologies curriculum that will support the advanced manufacturing sector in Arizona through increased student outcomes, meeting the competencies required by industry.
- The goal of AATN is to develop an improve local front-line and technically skilled production workforce with the knowledge and competencies required to perform in high-tech manufacturing environments.
- Manufacturing firms will select Arizona locations for expansion or relocation opportunities because the Network concept validates the state’s capacity to provide the skilled workforce on which they depend.
- The Arizona Advanced Technologies Corridor is an innovative partnership of state government, multiple postsecondary educational institutions, industry and nonprofit stakeholders.
- The project was initiated due to the significant number of announcements of relocations, expansions and startups in Arizona’s manufacturing sector, particularly in the corridor encompassing the three post-secondary institutions.

Federal Actions/The American Rescue Plan

To support students in the classroom and with quality-of-life needs;

- \$10 Billion to over 1,000 community colleges (*Arizona received approx. \$308 million for community colleges*)
- \$190 Million to Tribal Colleges & Universities (TCCUs) (*Arizona TCCUs received over \$ 19 million*)
- \$11 Billion to Hispanic Serving Institutions (HSIs)
- \$5 Billion to Asian American, Native American & Pacific Islander Institutions (AANAPISIs)
- \$2.5 Billion to Historically Black Colleges & Universities (HBCUs)
- \$1 Billion to Predominately Black Intuitions (PBIs)



Impact from The American Rescue Plan & HEERF

A recent survey by the American Council of Education (ACE) found:

- 93% of colleges provided direct financial support to students at risk of dropping out
- 81% of colleges used funds to keep tuition and fees at pre-pandemic levels
- 70% of colleges used funds to prevent faculty and staff layoffs during the pandemic
- 63% of the colleges used funds to provide safe and COVID-19 free environments

Yavapai
COLLEGE



YC
You Can!

Agenda Item: 2.c.iv

Yavapai College Budget to Actual Status by Fund February 2022

The President's Monthly report below provides a brief financial status of each of the District's five funds as of February 28, 2022.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



As of February 28, 2022, the General Fund has a surplus of \$5,292,000. This is primarily the result of tuition and fee revenues being recorded for the spring 2022 semester, the one-time Rural Community College appropriation, unspent contingencies and vacancy savings.

For the fiscal year ended June 30, 2022, General Fund revenues are projected to be over budget by \$720,000 and expenditures are projected to be under budget by \$515,600 resulting in a net surplus of \$1,235,600.

Auxiliary Fund



As of February 28, 2022, the Auxiliary Fund has a surplus mainly due to the collection of the spring 2022 semester room revenues, which will even out over the next several months, and stronger than projected winery sales. For the fiscal year ended June 30, 2022, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund



As of February 28, 2022, the Unexpended Plant Fund has a deficit of \$2,262,600 due to a significant amount of Preventative Maintenance and Capital Improvement Projects (CIP) being encumbered, and the purchase of land in Prescott Valley which exceeded budget. Supporting revenues received over the remaining fiscal year and fund balance will be used to cover this deficit.

Restricted Fund



The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of February 28, 2022, the Restricted Fund has a surplus and is expected to be under budget for the fiscal year.

Debt Service Fund

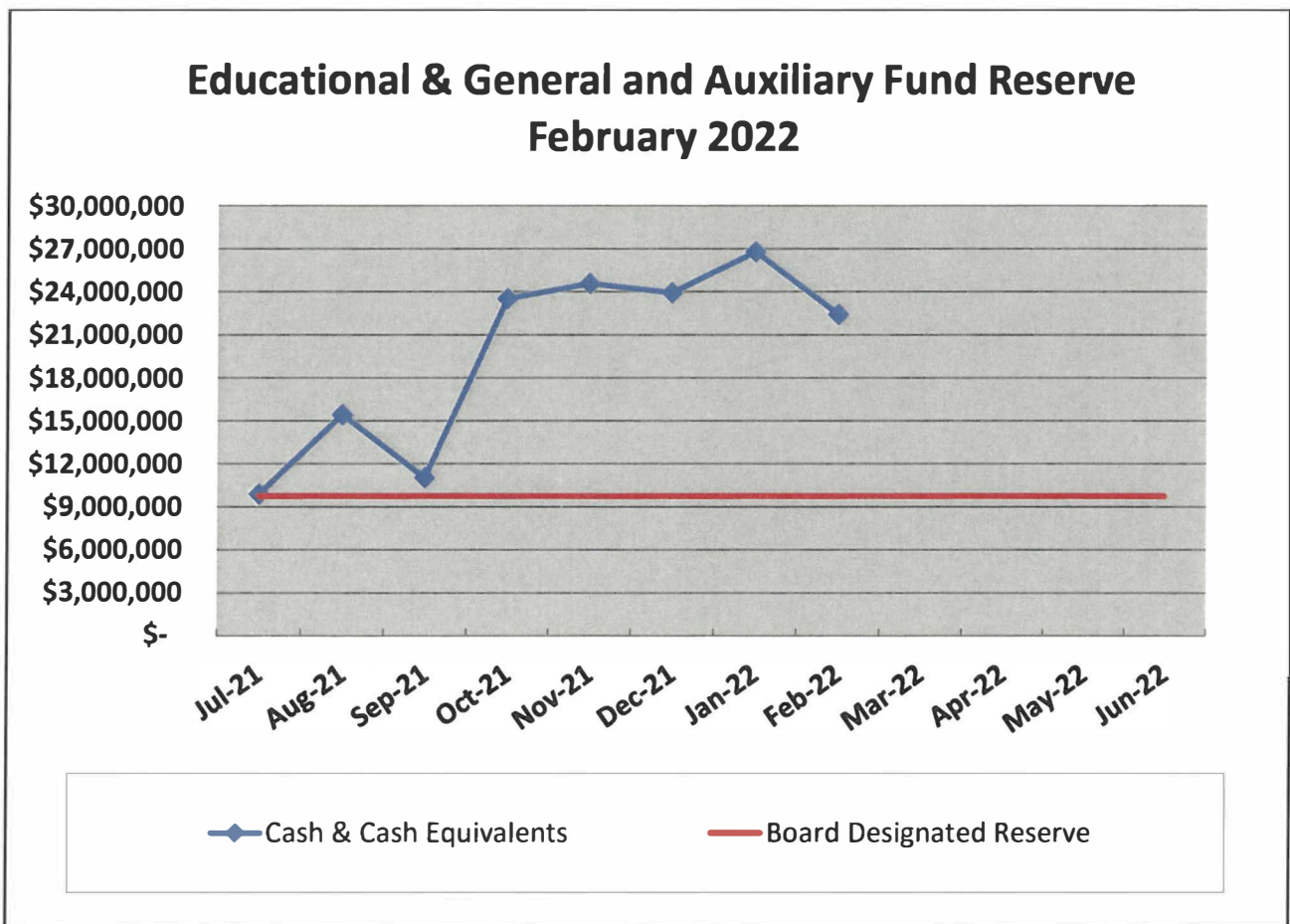


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of February 28, 2022, there were no variances from budget.

**Yavapai College
Cash Reserves
February 2022**

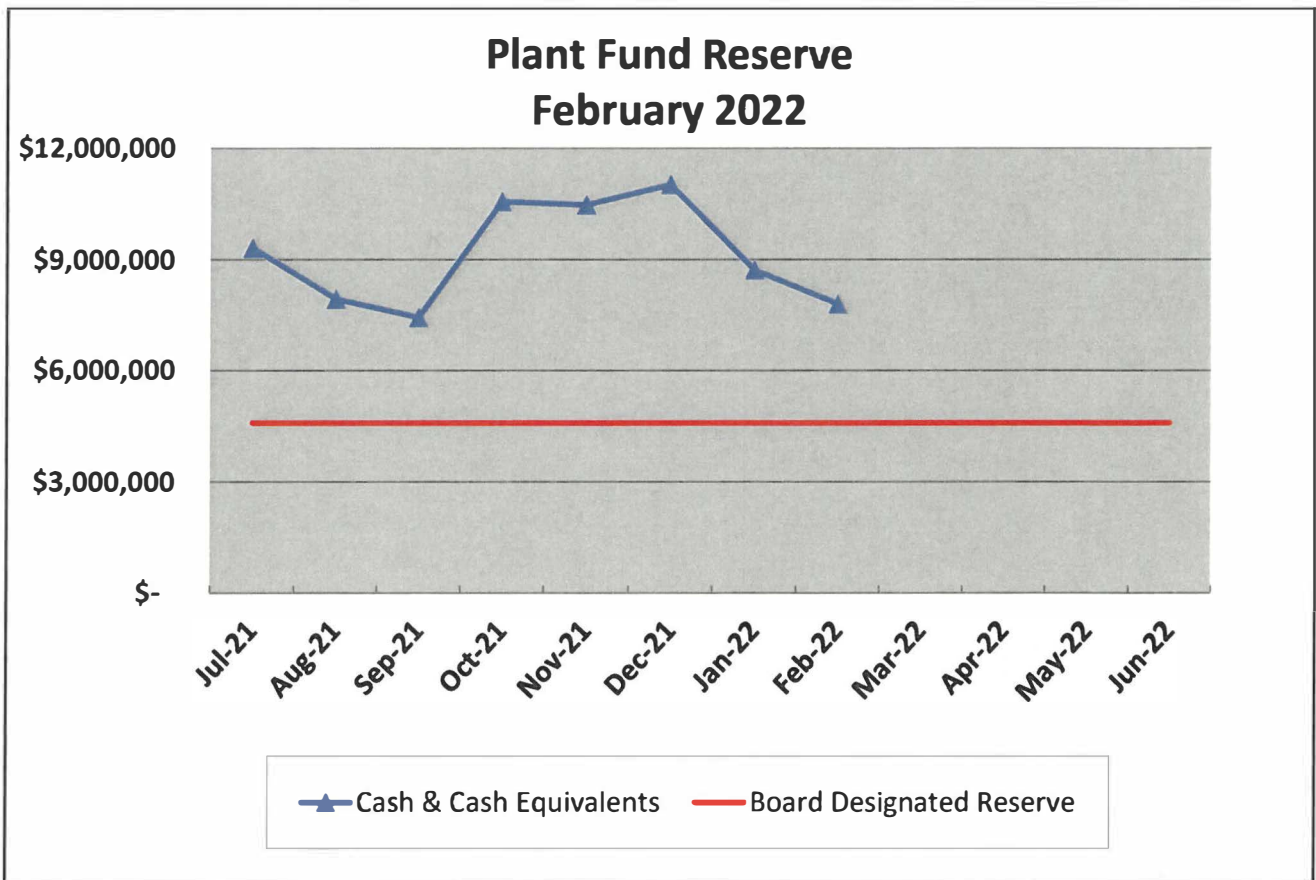
The President’s monthly report on cash reserves below displays the District’s reserves at February 28, 2022, in relation to the District Governing Board’s (DGB) reserve requirements.

Source: Banner Finance



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

As of February 28, 2022, Current Fund reserves have exceeded the DGB’s reserve requirements.



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

As of February 28, 2022, Plant Fund reserves have exceeded the DGB's designated reserve.



BUDGET

Fiscal Year 2022-2023



Yavapai
COLLEGE



Agenda Item: 2.d



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PRINCIPAL OFFICIALS

DISTRICT GOVERNING BOARD

District	Name	Position	Term Ends
1	Ray Sigafoos	Board Secretary	December 31, 2024
2	Deb McCasland	Board Chair	December 31, 2022
3	Paul Chevalier	Board Member	December 31, 2024
4	Chris Kuknyo	Board Member	December 31, 2026
5	Mitch Padilla	Board Member	December 31, 2026

EXECUTIVE LEADERSHIP TEAM

Dr. Lisa Rhine, President
Dr. Clint Ewell, Vice President of Finance and Administrative Services
Rodney Jenkins, Vice President of Community Relations and Student Development
Dr. Diane Ryan, Vice President of Academic Affairs
Dr. Emily Weinacker, Chief Human Resources Officer

MISSION, VISION, VALUES, PRIORITIES

MISSION

The mission of the College is to provide quality higher learning and cultural resources for the diverse populations of Yavapai County.

VISION

Yavapai College makes our Community a premier place to learn, work, and live.

VALUES—

Learning

Yavapai College values learning and an environment where students are engaged in their educational endeavors. We take pride in our campuses and centers throughout Yavapai County. Our facilities provide a safe and supportive environment where students can learn, and our community can share in the benefit of a cultural center within reach.

Scholarship

Yavapai College values scholarship. We value an educated and experienced faculty and staff who foster and encourage the spirit of inquiry and expression. We value education not merely as a means to an end but as a lifelong joy and endeavor.

Stewardship

Yavapai College values responsible resource management and affordable learning opportunities. We appreciate our obligation to budget and allocate fiscal and human resources in the best interest of our students and community.

Diversity

Yavapai College values the diversity within our community and the rich cultures of Yavapai County.

PRIORITIES

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life. The College will achieve these results at a cost the Board believes is justifiable.

1. Education:

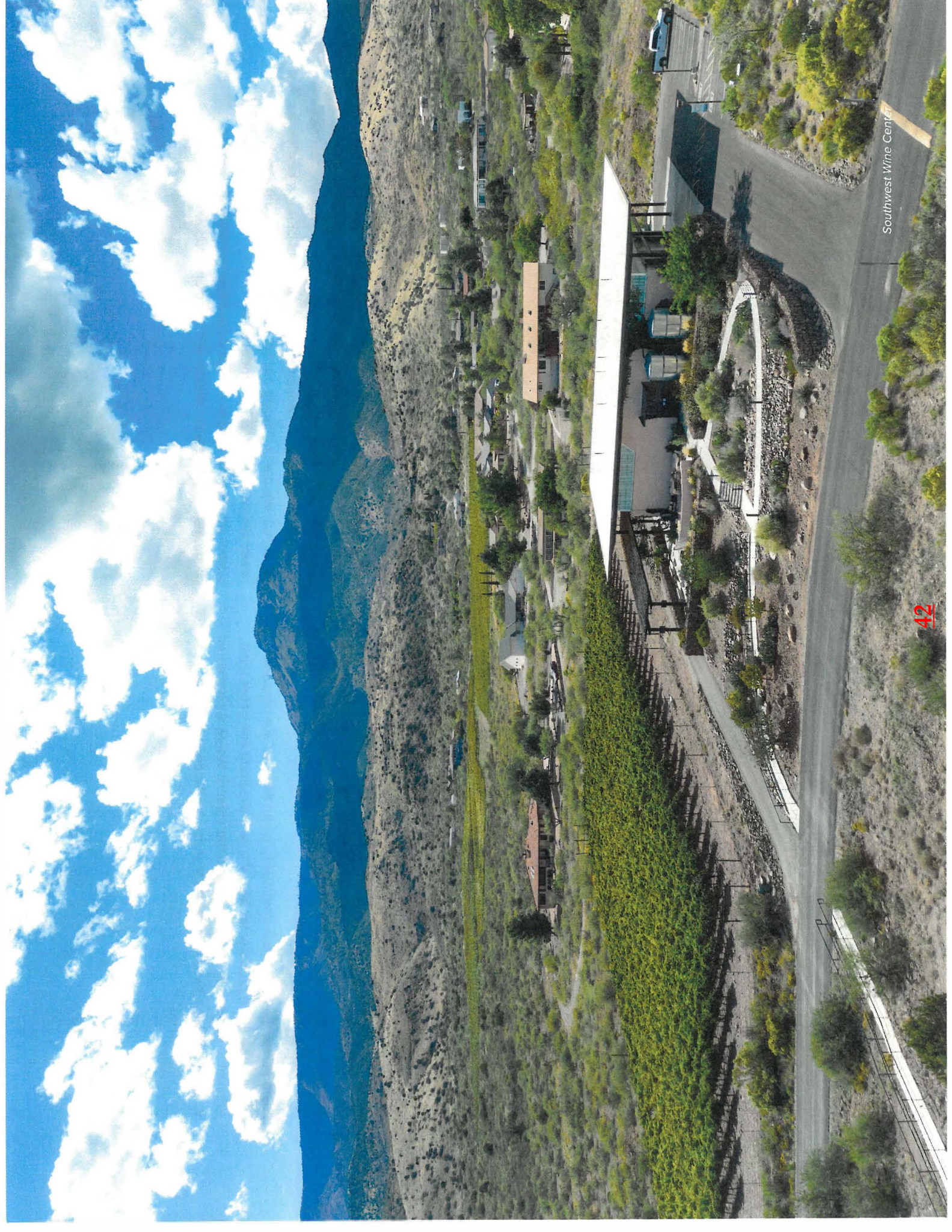
- a. Job seekers
- b. Transfer students
- c. Adult Basic Education
- d. Lifelong learners
- e. Maximize persistence and completion
- f. Students understand how to access financial resources and support programs

2. Economic:

Communities in Yavapai County are supported in their efforts to lead economic development, with emphasis on generating and sustaining economic base jobs.

3. Community:

Yavapai County residents have access to social and cultural opportunities.



Southwest Wine Center

MESSAGE FROM THE PRESIDENT

Members of the District Governing Board and Citizens of Yavapai County Community College District:

As you are well aware, COVID-19 has ravaged the nation impacting the health, economic security and way of life for all of us and disrupting our educational model. As we move out of the pandemic and have gained our ability to return to campuses and face-to-face interactions, we are proud to say that during the pandemic we worked hard to make structural and operational changes that have built capacity for us as an institution with an eye toward changing needs of the post-COVID world. The pandemic has changed the way employees understand and carry out their work and the way students understand and experience learning. Students are choosing more online and hybrid courses and want more flexibility in scheduling and course delivery modalities.

The need for short-term training options has never been more urgent and apparent resulting from the economic downturn. Our focus on affordability, flexible education delivery and connections to our local workforce and regional economies, makes us well positioned to provide our region with access to an expanding array of educational options that prepare students for work. We see ourselves as an engine of recovery for our local economy and have worked diligently to reallocate existing resources to make our programs and services even more accessible and affordable for our community.

Recognizing the state of our community, again this year, we proposed no increase in the property tax levy. We've maintained one of the most affordable tuition rates in the state and the country. We've implemented a number of ways to reduce costs for students. We are continuing



to expand course offerings utilizing Open Educational Resources in lieu of expensive textbooks eliminating textbook costs altogether for many more courses. We are planning an expansion of our nationally-recognized College Promise program to serve not only graduates right out of high school but also adult learners pursuing career and technical degrees. The College Promise refunds student out-of-pocket expenses for tuition. We are continuing our full-time student discount and our senior discount and, this year, reduced the cost for students in high school who are enrolled in college courses concurrently making our programs increasingly accessible and more affordable.

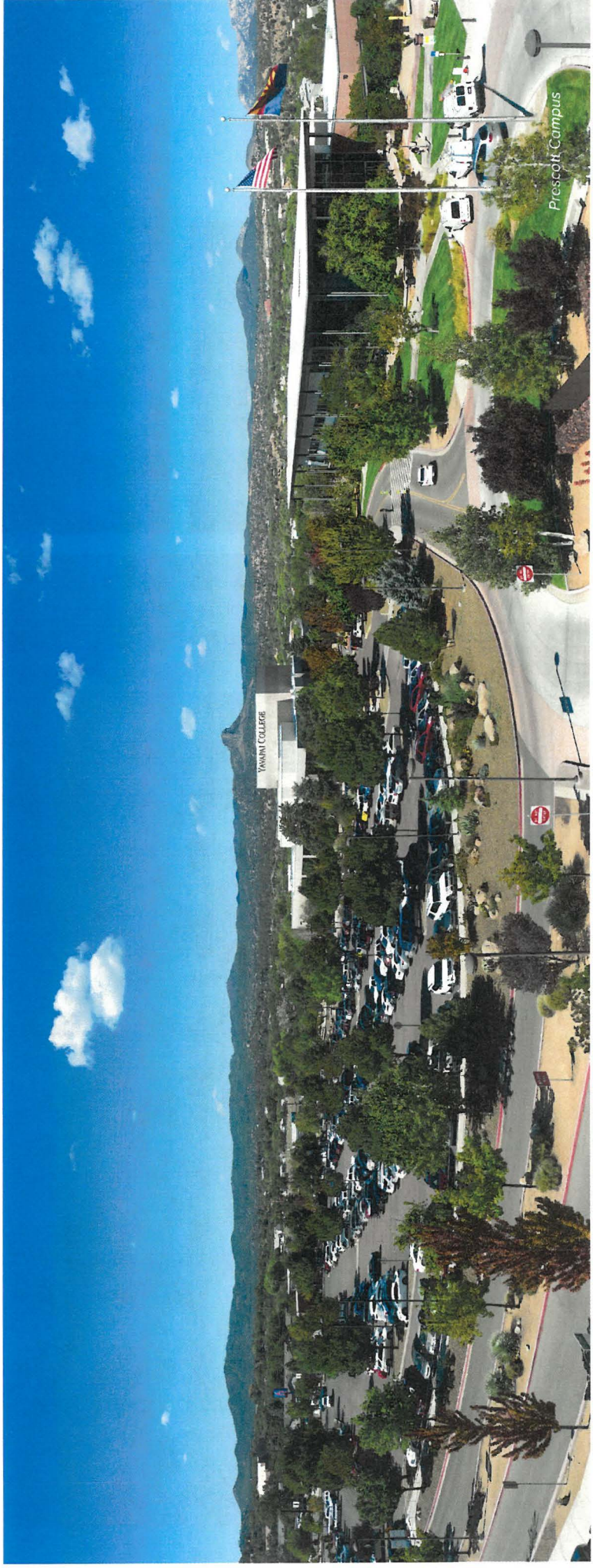
Our AZ governor signed SB 1453 allowing community colleges to offer four-year degrees this year. We are on track to be the first rural college in AZ to offer baccalaureate degrees beginning in Fall of 2023. This offers a promising solution that will help the college to address the low rates of underserved students and residents with a bachelors degree in our county.

Our objective is to present a balanced budget in a manner that allows the institution, despite challenges imposed by post-COVID realities, to move forward with our aggressive strategic plan focused on creating a sense of belonging, improving support for adult learners, ensuring programs lead to living wage jobs and providing flexible delivery models.

As a learning-centered community, Yavapai College is dedicated to providing educational opportunities by promoting excellence in teaching and learning. We celebrate our excellence in learning, service and relationships. Most of all, we honor the trust placed in us by the public and uphold it through quality programs, integrity of actions and efficient use of our resources. To those who so carefully and thoughtfully contributed to the preparation of this budget, thank you.

Sincerely,

Lisa B. Rhine, Ph.D.





MESSAGE FROM THE VP OF FINANCE & ADMINISTRATIVE SERVICES

Yavapai College remains a comprehensive community college, serving students throughout their lifelong educational journey. However, our programs and services are evolving to meet the rapidly changing needs of the new higher education marketplace.

Over the past several years, YC has seen a shift in state funding from general operational support to money that is restricted to supporting STEM and workforce programming. As such, YC continues to invest in programs designed to prepare students for living wage jobs in the new economy. Specifically, we are investing in our 3D Construction program which we hope will help Arizona begin to address its affordable housing problem. We are also expanding our Commercial Truck Driver program to meet local demand. And we are dramatically expanding the services of our Regional Economic Development Center to provide state-of-the-art, online, on-demand, non-credit workforce training.

In the last legislative session, community colleges were given permission to offer baccalaureate degrees. YC contracted with EMSI to help us conduct a study of the local and state economies including what kinds of jobs currently exist, which of those require a college certificate or degree to enter the field, and which pay a living wage. Based on that analysis, we have identified the two most-needed 4-year degrees: Business and Nursing. This budget includes funds to support the start-up of those programs which are scheduled to open in Fall of 2023 (FY24).

Of note, this budget provides for a significant investment in student success as we hire additional advisors to bring our caseloads to the national average, which has been shown to increase retention and completion. Likewise, this budget anticipates expanding non-academic support services. Helping students connect to the resources they need to help them manage housing and food insecurity, physical and mental health issues, etc. allows students to persist and to complete their certificate or degree.

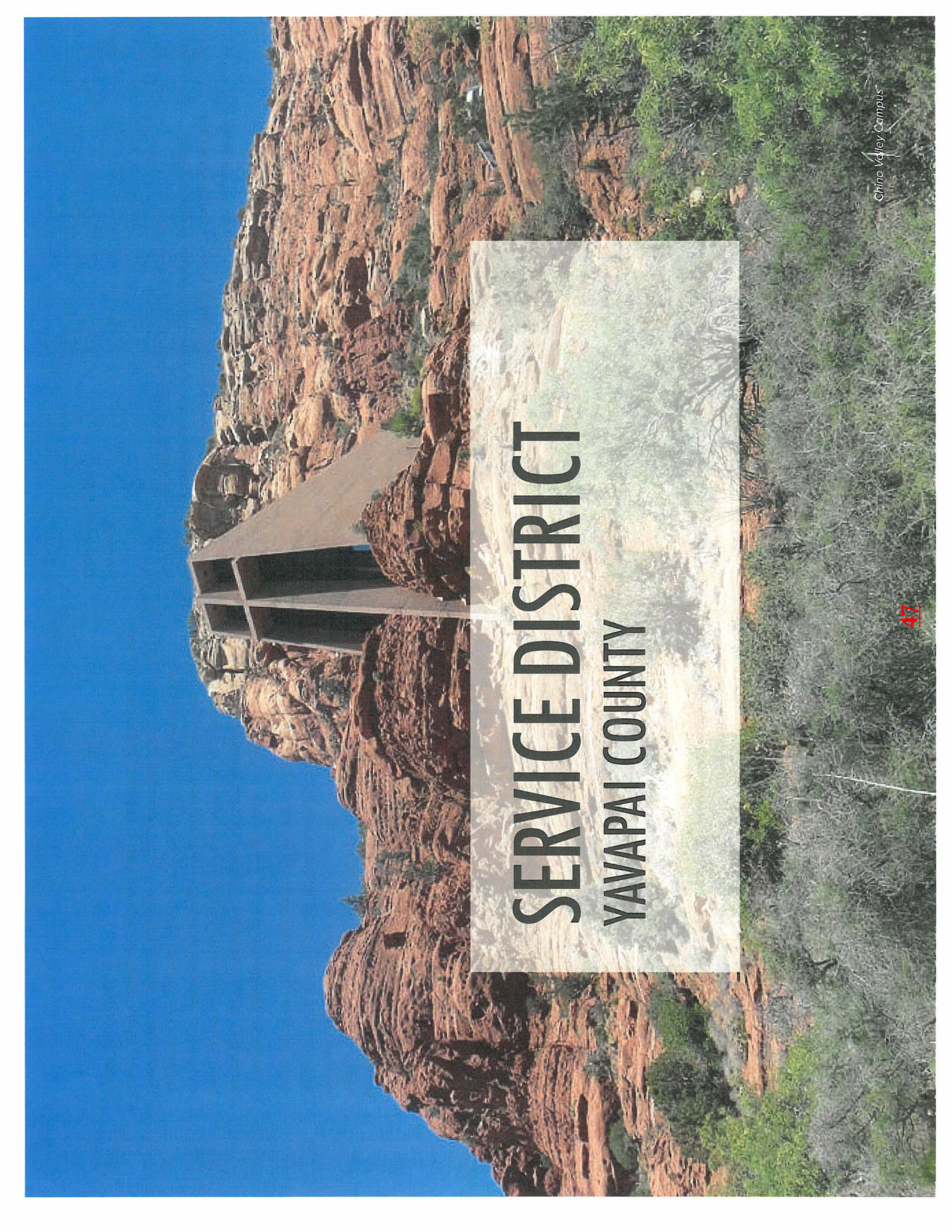


I am pleased to present this balanced budget which increases the services we provide to our students, the value we provide to our taxpayers, and addresses compensation and other inflationary items.

The preparation of this budget document would not be possible without the countless hours of effort from the Controller & Budget Director, the budget managers throughout the College, and the President's Executive Leadership Team. Thanks to their efforts, Yavapai College continues to be in a fiscally sound position.

You can learn more about YC's finances by visiting our webpage at www.yc.edu/budget where you can find a variety of resources including budget-related presentations made to our Board, our Budget in Brief summary document, and Annual Comprehensive Financial Reports.

Sincerely,
Clint Ewell, EdD



SERVICE DISTRICT

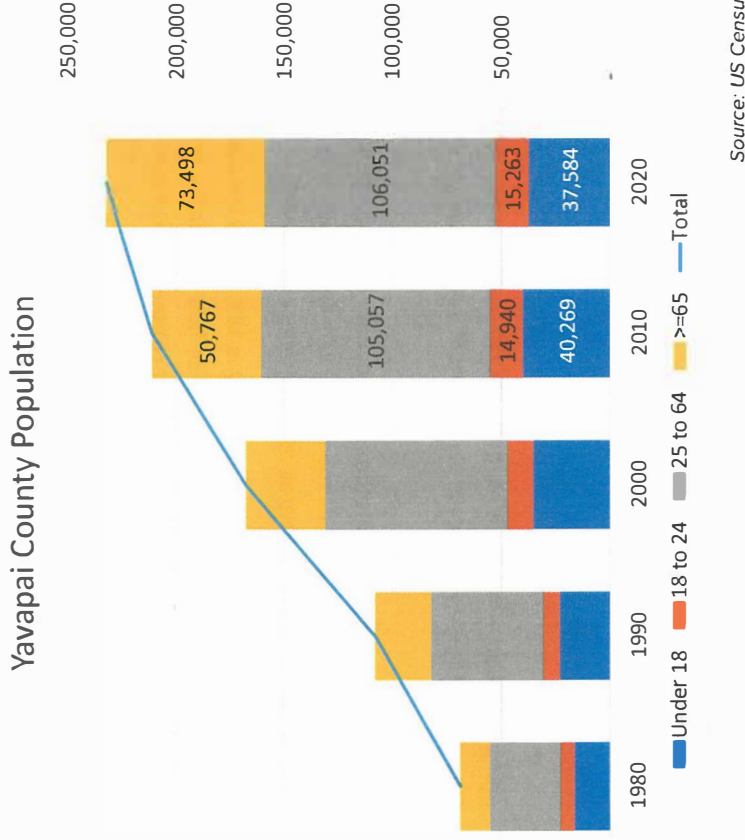
YAVAPAI COUNTY

YAVAPAI COUNTY

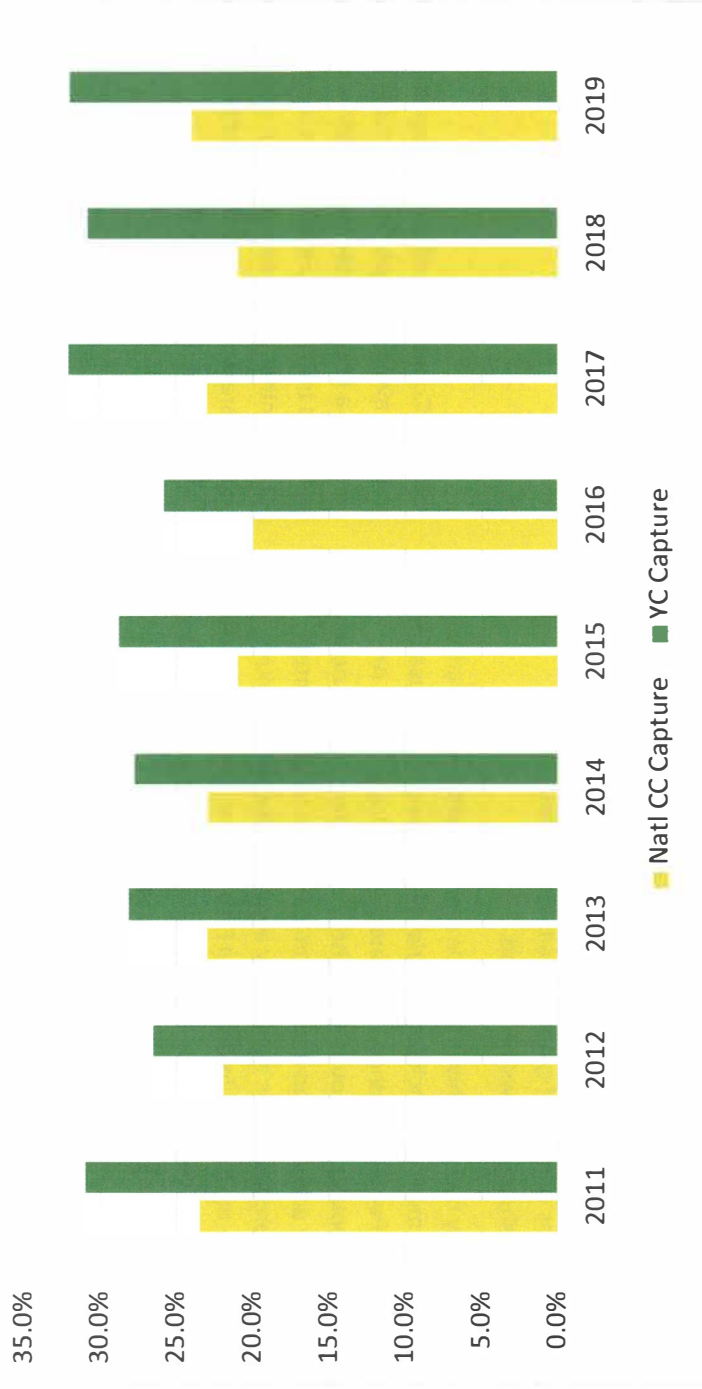
Yavapai College (YC) primarily serves the 238,000 residents of Yavapai County in north-central Arizona. The county encompasses 8123 square miles (larger than RI, DE, or CT). Incorporated cities and towns within the county include Camp Verde, Chino Valley, Clarkdale, Cottonwood, Dewey-Humboldt, Jerome, Prescott, Prescott Valley, and Sedona. There are many unincorporated areas of the county to serve as well, including the Yavapai-Prescott Indian Tribe and the Yavapai-Apache Nation.

The historic downtown shopping district of Prescott, the Red Rocks of Sedona, the Wine Trail of the Verde Valley, combined with sunny skies and mild temperatures, make Yavapai County a favorite destination for residents of Arizona and beyond. Surrounded with natural scenic beauty ranging from the Prescott National Forest to the high desert, outdoor activities such as hiking, biking, and rock climbing are hugely popular. Dozens of miles of groomed trails and picturesque locales afford stunning views year-round.

Yavapai County has a rich history, and its past is maintained in various forms by local museums, including Sharlot Hall Museum, the Museum of Indigenous People, and the Camp Verde Archeology Center. Art galleries and boutiques abound throughout our communities. Local theater is alive and well, and music—from bar bands to jazz quartets and chamber orchestras—is abundantly available. Recurring annual events include the Sedona International Film Festival, the Camp Verde Pecan & Wine Festival, the World's Oldest Rodeo, and the Acker Musical Showcase. The area offers something for everyone.



Yavapai County has unique demographics with roughly twice the national average proportion of people 65 and older—this area has become a popular retirement destination. While these residents may not need traditional credit classes, many look to the College either to provide other programming which they can enjoy or to train tomorrow's health care workers, business professionals, and other providers of services that retirees need.



age population – there are roughly 70,000 people in the Yavapai County workforce who would likely benefit from a college certificate or degree.

In addition to the influx of retirees, the county is experiencing the same demographic shifts as the nation, with fewer high school-aged people due to lower birthrates during the last recession.

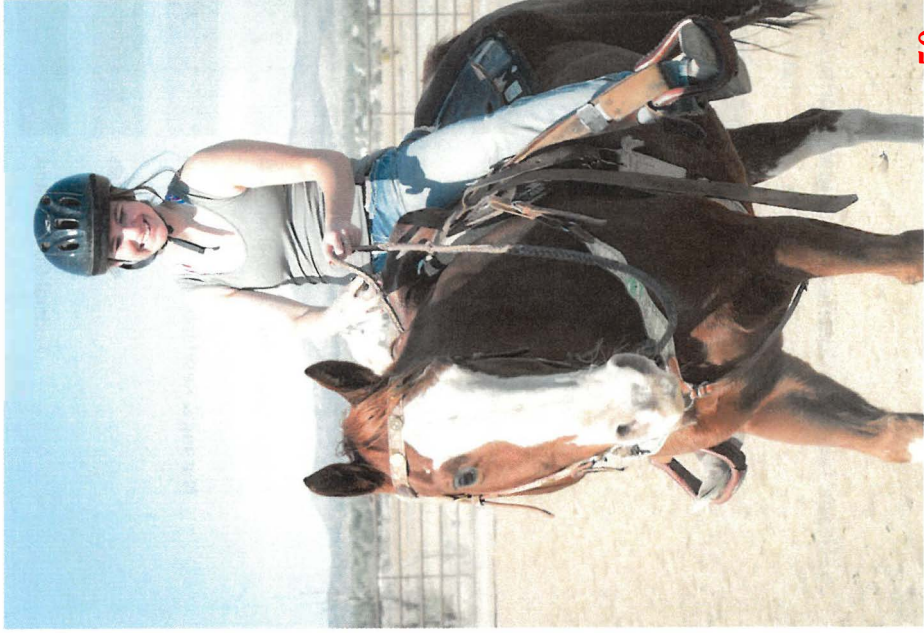
The median income in Yavapai County is 18% below the national average, and the county poverty level of 12% is near the national average. However, 44% of high school students in Yavapai County

Roughly 14% of the county self-identifies as Hispanic. This segment of our population is significantly younger than the county average. Because they have a higher proportion of working-age people (25-64), the College has recently expanded its outreach efforts to better engage with that population, advocating for the financial benefits of earning a college certificate or degree (see below).

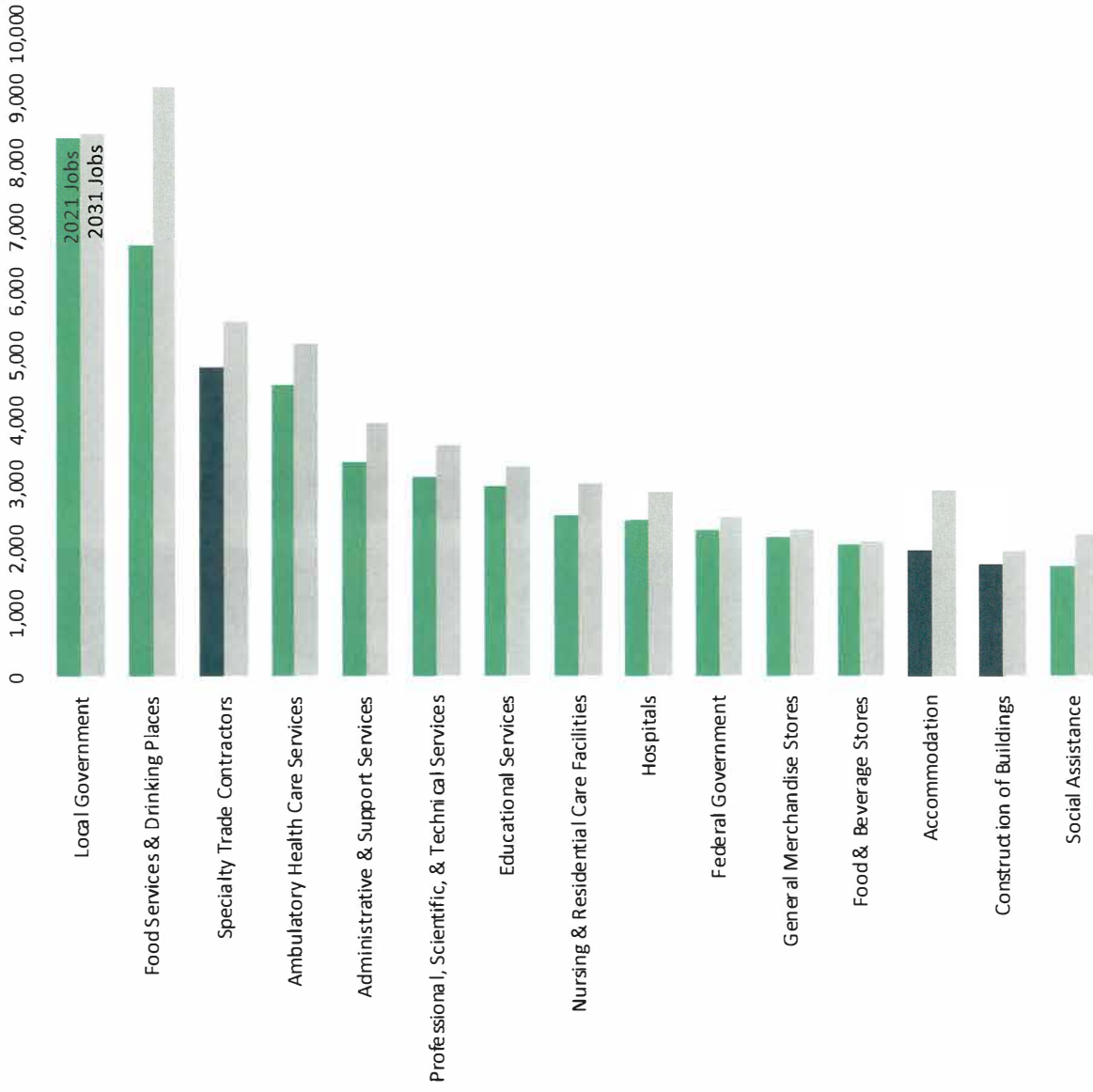
Including retirees, the county education level mirrors national achievement levels of Associate and Bachelor degree completion; however, the education level lags when focusing only on the workforce

are eligible to receive free or reduced lunches. These families are financial stress, struggling to make ends meet to cover household basics such as housing, food, childcare, transportation, health care, and technology. The United Way has developed a metric for this demographic called ALICE, which is an acronym for Asset-Limited, Income-Constrained, Employed. Per United Way, the proportion of ALICE residents in Yavapai County mirrors the proportion of students receiving free or reduced lunches.

To a large degree, low median wage is driven by the mix of industries in our local economy. As mentioned about, our community is driven by Hospitality & Tourism as well as retirees.



Fifteen largest industries in Yavapai County by jobs



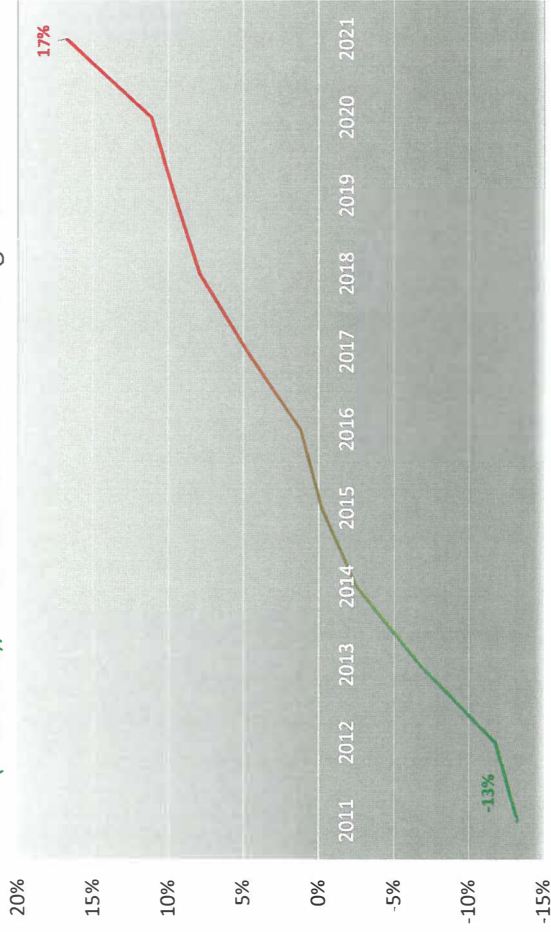
Dark bars indicate industries that are both strong in jobs and high in LQ.
 Source: Emsi Burning Glass Datarun 2021.3, Employees & Self-Employed.

Source: US Bureau of Labor Statistics

Description	2021 Jobs	Median Annual Earnings	Typical Entry Level Education	Automation Index
Retail Salespersons	3,118	\$ 27,668	No formal educational credential	93.4
Fast Food and Counter Workers	2,020	\$ 26,413	No formal educational credential	130.8
Home Health and Personal Care Aides	2,058	\$ 28,318	High school diploma or equivalent	93.6
Cashiers	2,074	\$ 25,683	No formal educational credential	105.5
Maids and Housekeeping Cleaners	1,534	\$ 27,903	No formal educational credential	124.5
Waiters and Waitresses	1,383	\$ 34,062	No formal educational credential	129.8
Office Clerks, General	1,681	\$ 37,678	High school diploma or equivalent	102.0
Registered Nurses	1,562	\$ 80,229	Bachelor's degree	85.3
Cooks, Restaurant	1,206	\$ 29,181	No formal educational credential	125.0
General and Operations Managers	1,431	\$ 67,172	Bachelor's degree	82.2
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,431	\$ 31,472	High school diploma or equivalent	91.4
Construction Laborers	1,300	\$ 35,093	No formal educational credential	131.9
Landscaping and Groundskeeping Workers	1,152	\$ 28,456	No formal educational credential	129.1
Customer Service Representatives	1,091	\$ 31,541	High school diploma or equivalent	96.4
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,008	\$ 29,400	No formal educational credential	122.5
Heavy and Tractor-Trailer Truck Drivers	995	\$ 37,457	Postsecondary nondegree award	110.1
Postsecondary Teachers	989	\$ 66,757	Doctoral or professional degree	86.6
Laborers and Freight, Stock, and Material Movers, Hand	939	\$ 30,697	No formal educational credential	117.2
Stockers and Order Fillers	956	\$ 27,366	High school diploma or equivalent	112.3
Nursing Assistants	888	\$ 33,446	Postsecondary nondegree award	97.0
Carpenters	888	\$ 42,401	High school diploma or equivalent	125.9
Bookkeeping, Accounting, and Auditing Clerks	876	\$ 37,419	Some college, no degree	103.6
Maintenance and Repair Workers, General	784	\$ 34,062	High school diploma or equivalent	109.6
First-Line Supervisors of Retail Sales Workers	860	\$ 38,207	High school diploma or equivalent	87.8
Childcare Workers	713	\$ 25,667	High school diploma or equivalent	88.0
First-Line Supervisors of Food Preparation and Serving Workers	621	\$ 33,072	High school diploma or equivalent	107.7
Receptionists and Information Clerks	698	\$ 30,117	High school diploma or equivalent	94.2
First-Line Supervisors of Office and Administrative Support Workers	706	\$ 46,584	High school diploma or equivalent	91.8
Automotive Service Technicians and Mechanics	622	\$ 42,667	Postsecondary nondegree award	105.9
Accountants and Auditors	570	\$ 65,033	Bachelor's degree	93.1

The most recent report from the Council for Community and Economic Research indicates that our county's cost of living is now 4% above the national average, and is being driven primarily by the skyrocketing cost of housing.

Prescott/ Prescott Valley MSA Home Price Index (Discount)/ Premium versus US Housing Market

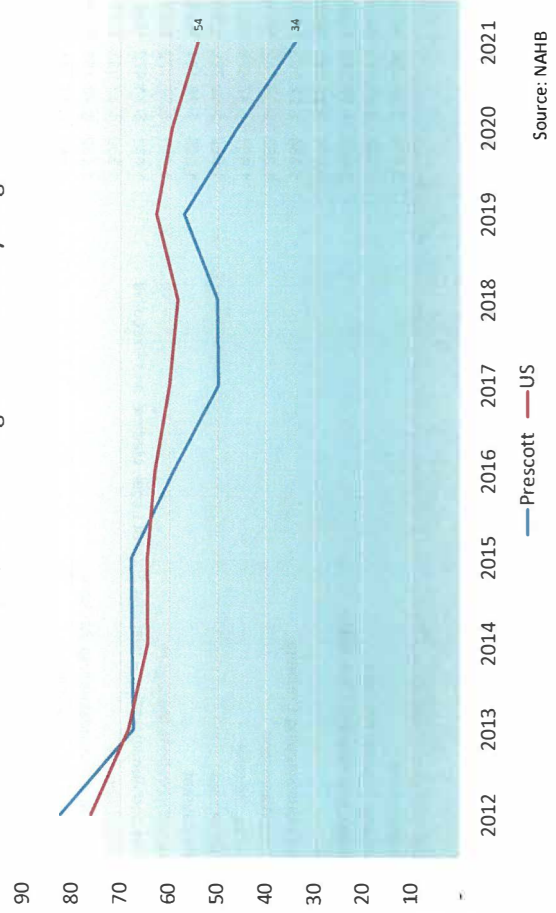


Source: Federal Housing Finance Agency

Per the Federal Housing Finance Agency, there has been a dramatic increase in the Prescott Metropolitan Statistical Area home price over the past decade. Seven years ago, Prescott area homes were below the national average; today, they are well above the national average.

Prescott Housing Opportunity Index

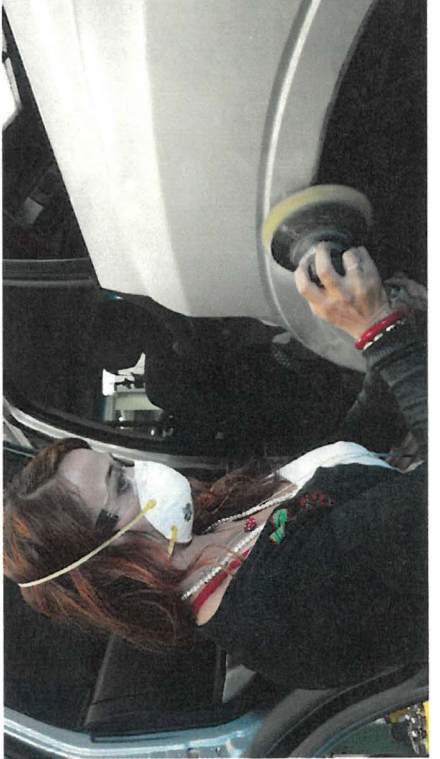
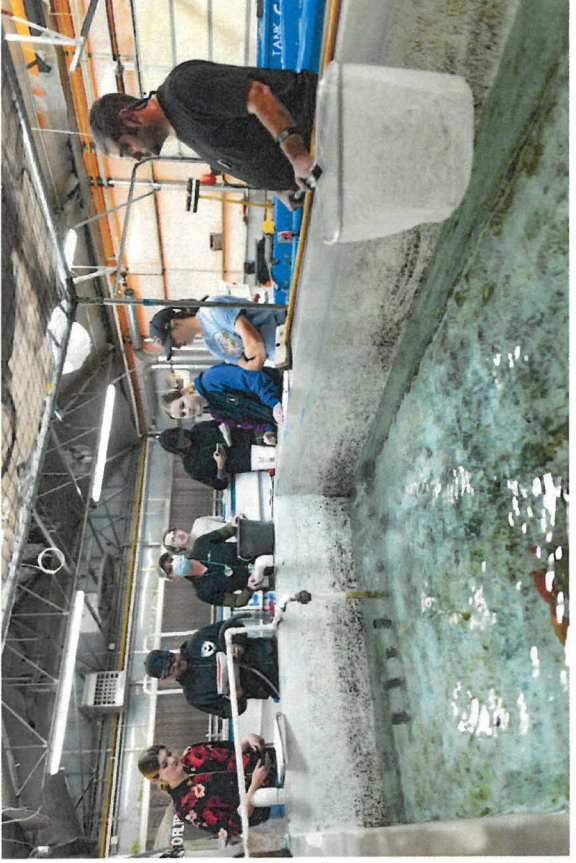
Percent of Housing Stock that is Affordable to Families earning Median County Wage



Source: NAHB

Because the increase in median county income was lower than the increase in home prices, fewer people can afford to buy a home in Yavapai County today, as is shown by the following Housing Opportunity Index which is published by the National Association of Home Builders (NAHB). This represents the proportion of housing stock affordable to families earning the median wage.

According to the same data from the NAHB, Prescott has some of the most expensive housing in the country, ranking in the top quartile of the 268 Metropolitan Statistical Areas.



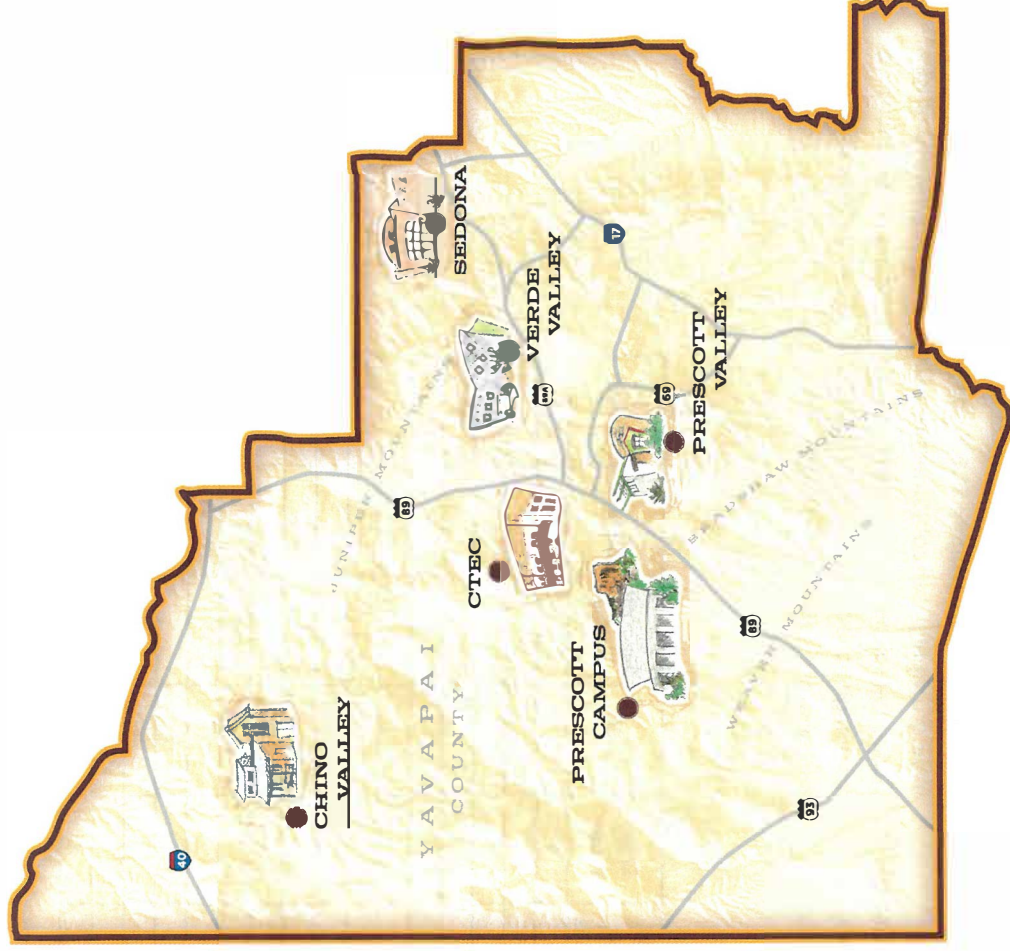
YAVAPAI COLLEGE



COLLEGE PROFILE

Yavapai College (YC) is governed by a locally elected five-member District Governing Board. Per the District Governing Board, “Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life. The College will achieve these results at a cost **(what YC pays to suppliers and employees)** the Board believes is justifiable.”

To fulfill this charge, YC offers 7 Associate degrees and 75 certificates in over 60 disciplines, including several career & technical fields which train students to enter the workforce directly. YC operates 2 full-service campuses, one in Clarkdale and one in Prescott, in addition to four Centers in Chino Valley, Prescott Valley, Sedona, and a Career Technical Education Center by the Prescott airport. In addition to classes, the two campuses offer a variety of support services to help students be successful. These include Admissions, Advising, Computer Commons, Disability Resources, Financial Aid, Libraries and Tutoring. Yavapai College is a comprehensive Community College, providing Adult Basic Education for students who did not finish high school allowing them to earn a diploma, Dual/ Concurrent courses to high school students who are ready for college-level classes, Developmental Education courses for high school graduates not ready for college level courses, General Education coursework, Career Technical Education courses, and Community Education non-credit classes to enrich students of all ages.

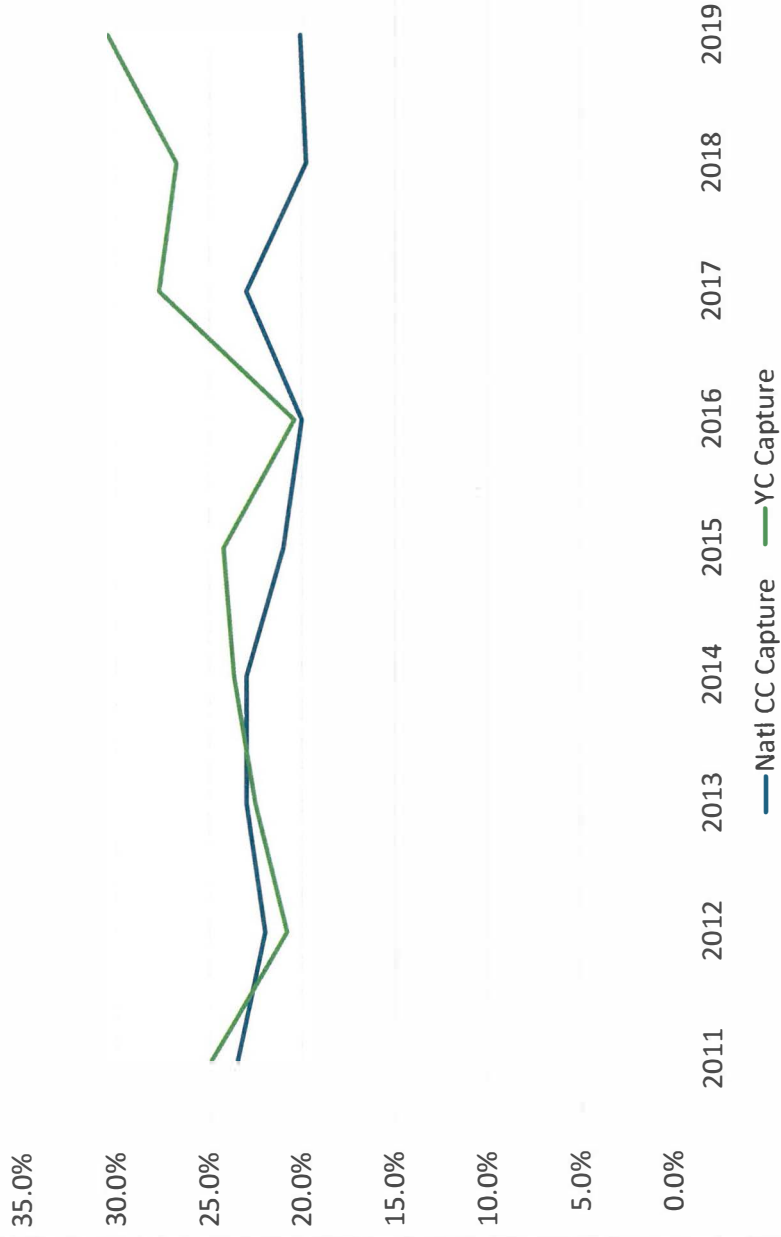


General education classes (core transfer subjects like math, English, science, social sciences & humanities that serve as building blocks for future learning) are offered at each location. These transfer to many four-year colleges and universities, allowing students to complete their Freshman and Sophomore years at a much more affordable price (what students pay to the college). In addition, every College location offers a variety of career and technical education (CTE) programs to meet local workforce needs. A handful of those academic programs go beyond local workforce training needs attracting students from across the state and beyond such as 3D Construction, Aviation, Gunsmithing, Police Academy, the Sedona Culinary Institute, and the Southwest Wine Center. The industry norm is to group these CTE programs into CTE Clusters. A summary of which CTE Clusters are offered at each YC location is shown in the following table:

In addition to delivering courses in college facilities, YC has developed strong relationships with area high schools and the Career Technical Education Districts. YC offers Dual Credit courses, where high school students take college courses taught by high school teachers at the high schools. Similarly, YC offers Concurrent Credit courses, where high school students take College courses taught by College professors typically at College facilities. **These programs allow students to earn high school and college credits at the same time, saving the students and their families roughly \$1.5M per year.** Over time, these partnerships have grown high school student enrollments to roughly 18% of total College enrollments. Moreover, these partnerships have encouraged more high school graduates to transfer to YC, with matriculation rates well above the national average.

CTE Clusters	Prescott Campus	Verde Valley Campus	Chino Valley	CTEC	Prescott Valley	Sedona	Online
Agriculture, Food & Natural Resources		X	X				
Architecture & Construction		X	X				
Arts, A/V Technology & Communications	X						X
Business Management & Administration	X						X
Education & Training	X						
Finance							X
Governments & Public Administration							
Health Sciences	X	X			X		
Hospitality & Tourism						X	
Human Services	X						
Information Technology	X	X					X
Law, Public Safety, Corrections & Security	X	X		X			X
Manufacturing		X		X			
Marketing							
Science, Technology, Engineering & Mathematics	X	X		X			
Transportation, Distribution & Logistics			X	X			

Immediate Fall Enrollments in Community Colleges of Spring H.S. Graduates

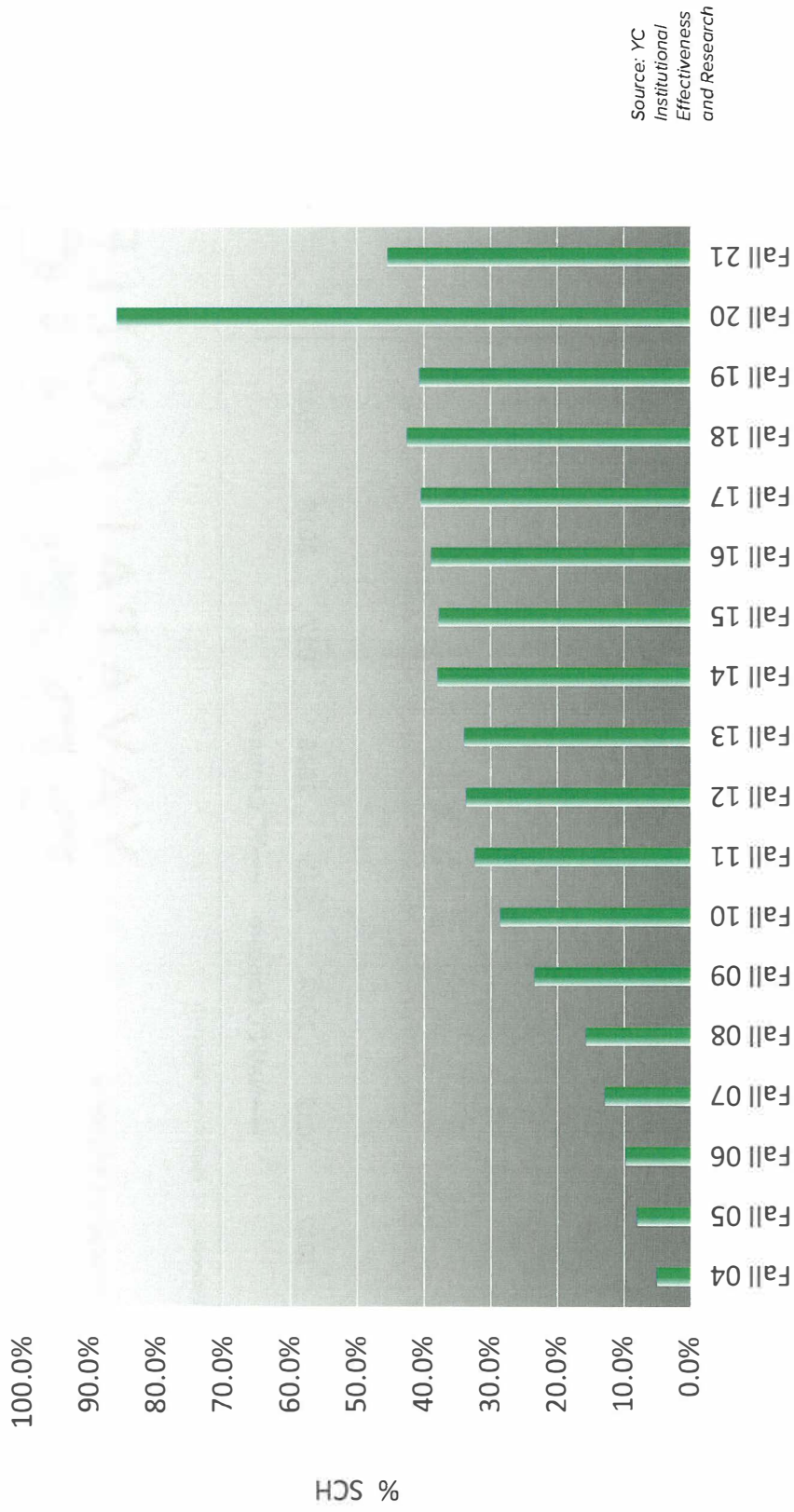


Source: AZ Department of Education, YC Institutional Research

Recent high school graduates are eligible to participate in the YC Promise, a nationally-recognized scholarship program which allows them to earn a tuition-free degree if they complete within 2 years. Our first cohort completed in Summer of 2021 with over 100 scholarship awards!



Proportion of Student Credit Hours (SCH) Delivered Online



Online courses and programs have become an important delivery mechanism to YC and its students. YC was an early adopter of online technologies, beginning in Fiscal year 2000. Over the years, YC has invested in technology, software and support services to improve the quality of our online offerings. Most of our students are part-time adult

learners, attending classes amidst other priorities including family and jobs. Online classes increases accessibility for these busy people. Prior to COVID (where YC had to move most courses online), online enrollments had grown to over 40%.

In addition to the workforce training programs, YC provides a variety of services to strengthen the economy through the Regional Economic Development Center. Services include research studies for a variety of cities, towns, and chambers, as well as support services through the SBDC for entrepreneurs looking to start or grow their business.

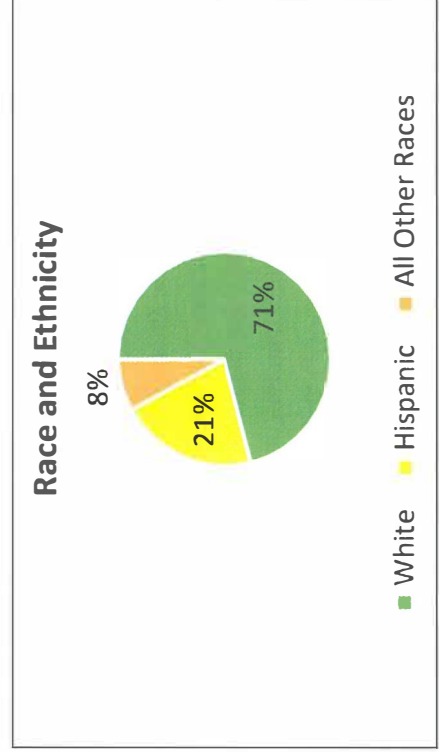
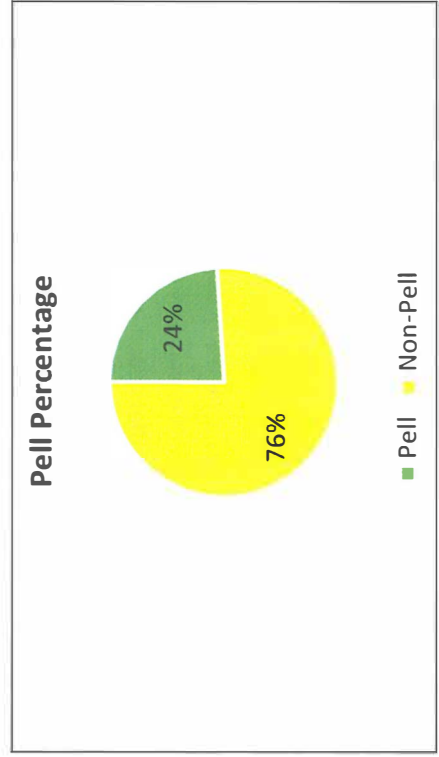
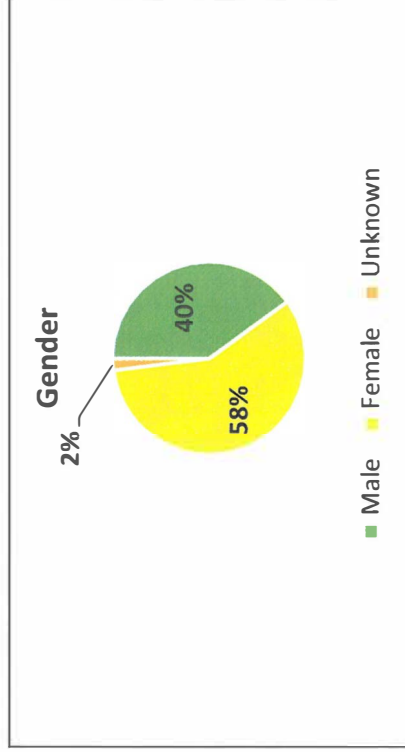
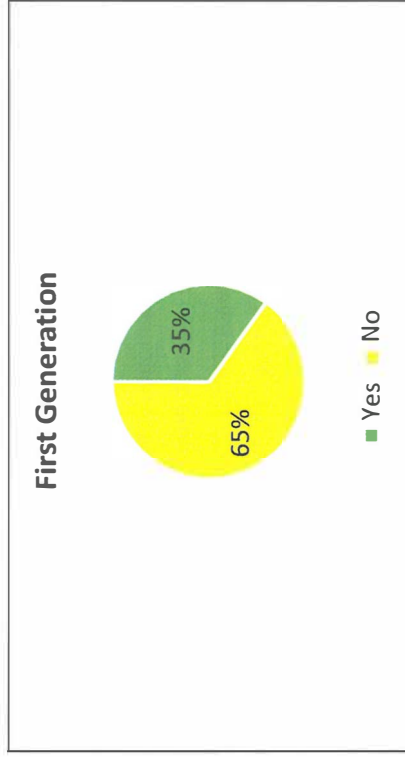
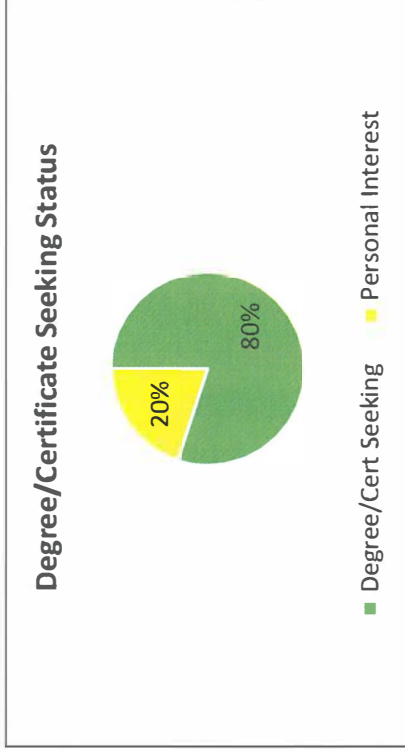
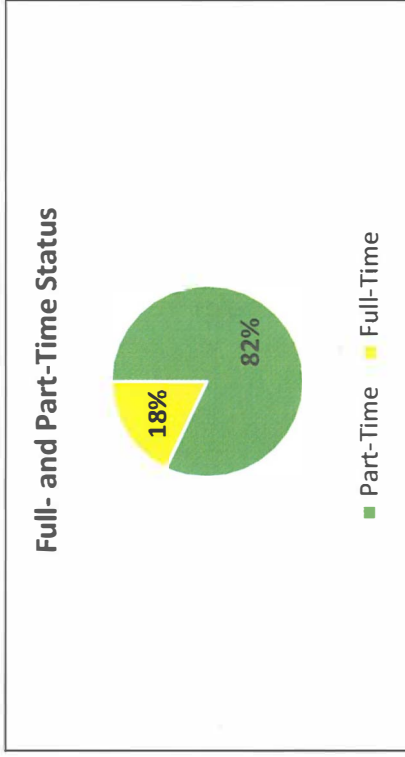
Finally, the College provides a variety of opportunities to engage in cultural activities. While this is primarily through the hundreds of different credit courses YC offers each year, YC provides affordable non-credit programming for people of all ages. The Osher Lifelong Learning Institute (OLLI) provides retirement-aged people the opportunity to explore new ideas and socialize with others. YC engages with grade school students through a variety of programming including the Curtain Up! performing arts series, and the College For Kids Summer Camps. YC fields several intercollegiate sports teams, providing some geographic diversity for our student body, as well as a sense of spirit both on campus and in the community. Throughout the year, YC sponsors award winning authors to come speak at our free Southwest Literary Series and we sponsor nationally touring shows to perform in our Yavapai College Performing Arts Center as well as other venues throughout the county.



Yavapai College is a great asset for the residents of Yavapai County and beyond, offering high-quality instruction in state-of-the-art facilities. The primary way YC ensures quality is by meeting the standards provided in the Higher Learning Commission's Criteria for Accreditation. Accreditation is an essential form of quality assurance for colleges and universities, ensuring that the courses and programs meet agreed upon industry standards so that credits earned by students at one institution may be confidently accepted by other accredited institutions. Accreditation also demonstrates the school's legitimacy, thereby allowing students to have access to federal grants and loans.



The following charts summarize the kinds of students YC is serving.

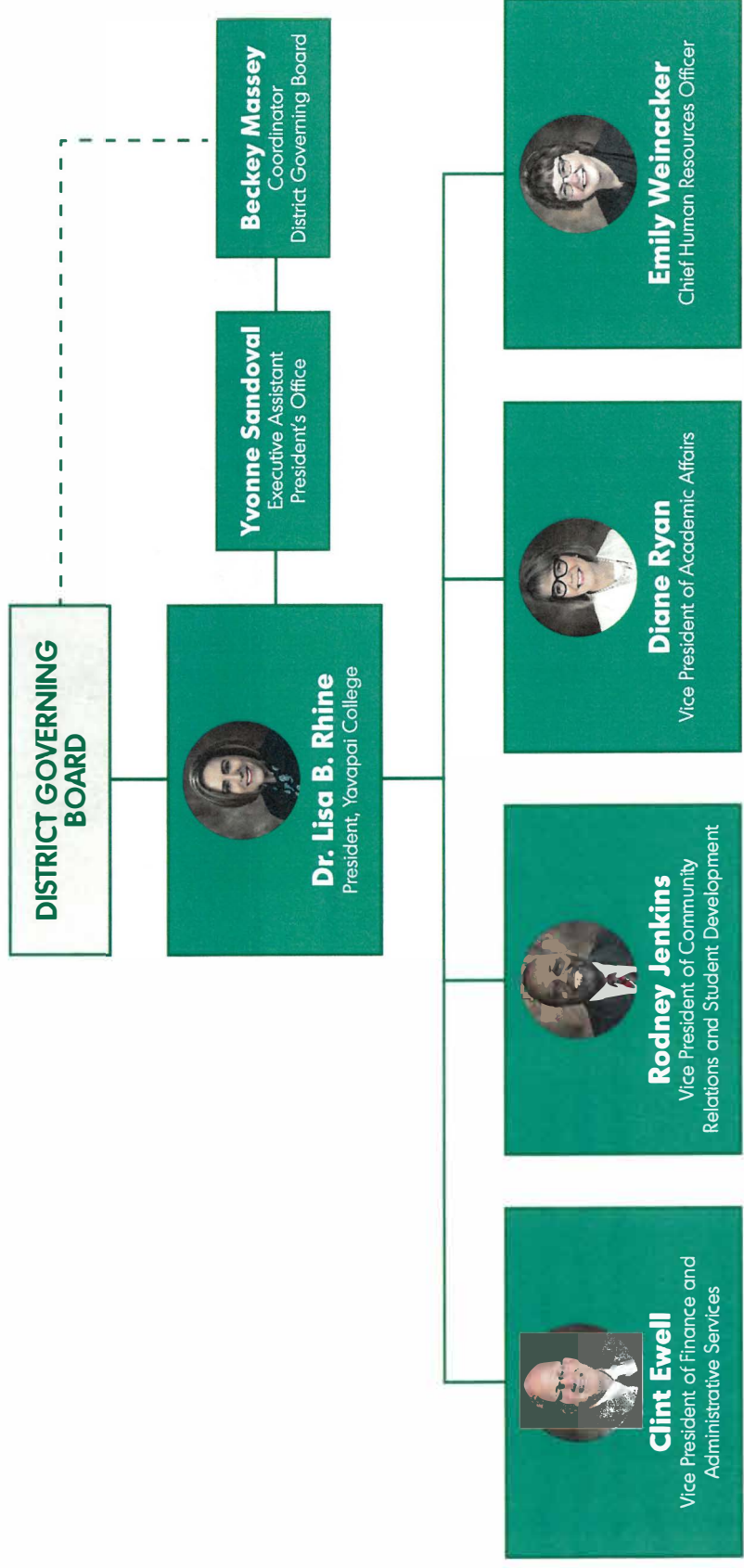






YAVAPAI COLLEGE ORGANIZATION

ORGANIZATION CHART



The District Governing Board has one employee: the President. Dr. Lisa Rhine has built a team with four main Divisions including Academic Affairs, Community Relations & Student Development, Finance & Administrative Services, and Human Resources. Each of these areas are described in more detail as follows:

DIVISION: ACADEMIC AFFAIRS

The Vice President of Academic Affairs is responsible for the planning, coordination, and oversight of instruction at Yavapai College. This area includes the academic schools, various instructional support services, operational leadership of the various Centers and Campuses, as well as the Yavapai College Performing Arts Center and the Family Enrichment Center.

Leadership Team

Dr. Diane Ryan, VP of Academic Affairs

Direct Reports

Scott Farnsworth, *Dean of Health and Wellness, Science & Math*

Dr. Joan Fisher, *Dean of Professional Programs and Visual Arts*

Stacey Hilton, *Dean of Instructional Support*

Dean Holbrook, *Director of Scheduling & Early College Partnerships*

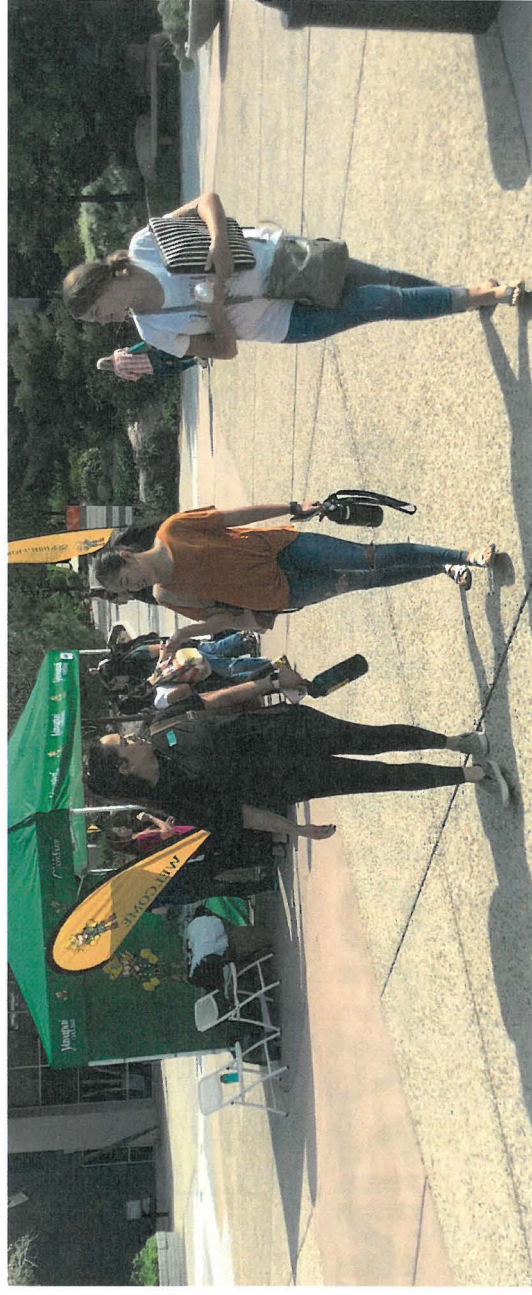
John Morgan, *Dean of Career & Technical Education*

Billie Norris, *Coordinator*

Dr. Craig Ralston, *Associate Dean of Performing Arts & YCPAC Programming & Development*

Helen Stephenson, *Director of YCPAC Operations & FMA Program*

Vacant, *Dean of Verde Valley, English, Humanities, & Social Sciences*



MAJOR BUSINESS UNITS

Career & Technical Education

Areas of study include Advanced Manufacturing, Agriculture, Animal Care, Automotive, Aviation, Brewing, Commercial Driving, Construction, Diesel, Electrical, Electronics, Engineering, Film & Media, Fire Science, Gunsmithing, HVAC, Industrial Maintenance, Plumbing, Welding, and Wine. This area is responsible for the operations of the Chino Valley and the Career and Technical Education Centers.

Health & Wellness, Science & Math

Areas of study include Adult Basic Education (helping adults without a high school diploma to earn a General Equivalency Diploma), Allied Health, Emergency Medical Services, Math, Nursing, Physical Education, Radiology, and Science.

Instructional Support

The Instructional Support Office oversees academic processes including articulation, assessment, the College catalog, curriculum, distance education, and program review. Instructional Support also manages the Computer Commons, the Libraries, and the Teaching and eLearning Support department which provides support and professional development to faculty.

Performing Arts Program & YCPAC Programming & Development

Areas of study include Dance, Music, and Theater. The Associate Dean chooses which performers to include in the YCPAC Presents and Curtain Up! series, and for marketing the programs to optimize ticket sales. The Associate Dean also is responsible for fundraising for the YCPAC including grants, sponsorships and donations.

Professional Programs and Visual Arts

Areas of study include Accounting, Administration of Justice, Business, Computer Science, Education (including a lab school for Early Childhood Education called the Family Enrichment Center), Law, and the Visual Arts.

Scheduling & Early College Partnerships

The Department of Scheduling and Early College Partnerships oversees both the academic schedule for all Yavapai College classes and all of our current Early College Partnerships with county high schools, charter schools and CTEDs.

YAVAPAI COLLEGE

PERFORMING ARTS CENTER

ARTS CENTER

PERFORMING

ARTS CENTER

Performing Arts Center
Prescott Campus

Verde Valley Campus and English, Humanities & Social Sciences

Areas of study include Behavioral & Social Sciences, Communications, Creative Writing, Culinary English, History, Modern Languages, Philosophy, Religion, and Wine. This area is responsible for the operations of the Sedona Center and the Verde Valley Campus including the award-winning Southwest Wine Center.

The Dean also oversees the College Honors Program, Literary Southwest, the Peer Writing Center, and Community Education which provides year-round non-credit enrichment classes for adults and children. Non-credit programming includes College for Kids summer programming, Adventure

travel packages, and the Osher Lifelong Learning Institute at Yavapai College (OLLI) which provides member led classes designed for adults 50 years and older.

YCPAC Operations & FMA Program

The YCPAC Director manages Box Office, Concessions, and Theater Operations personnel. In addition, the Director manages the Film and Media Arts Program.

The Division Leads the FY23 Strategic Priorities NOT highlighted in Yellow. These priorities align with the 4 Strategic Goals described in the Strategic Planning section of this document.

FY23 Key Initiatives	Belonging	Living Wage	Adult Learners	Delivery
Grow Athletics while lowering institutional scholarships	X			
Develop Wraparound Support Services	X		X	
Create First Generation Support & Outreach	X		X	
Join AZ Pipeline to support Career Decision Making		X	X	
Expand non-credit Workforce Training		X		
Implement 9 YC concentrations to facilitate efficient transfer		X		X
Lower advisor case loads to 300	X			
Improve Credit for Prior Learning options			X	
Promote 15 to Finish	X			
Early College Academy				X
Expand Promise to Adults seeking CTE Degree				X
Better utilize Early Alert	X			
Develop Baccalaureate Degree(s) for FY24 launch		X		
Launch semester or less training programs leading to Living Wage Support		X		X
Offer programs through 8 week course format				X
Expand Open Educational Resources to 40%				X
Create Community Education Destination Programs that are Financially Self-sustaining			X	X

DIVISION: COMMUNITY RELATIONS & STUDENT DEVELOPMENT

The Vice President of Community Relations and Student Development serves both internal and external constituency groups. Community Relations includes Athletics, Marketing & Communications, the Regional Economic Development Center, and the Yavapai College Foundation. Student Development includes Enrollment Management and Student Affairs.

Leadership Team

Mr. Rodney Jenkins, VP of Community Relations & Student Development

Direct Reports

Community Relations

Brad Clifford, Director of Athletics

Richard Hernandez, Executive Director of the Regional Economic Development Center

Tyler Rumsey, Director of Marketing & Communications

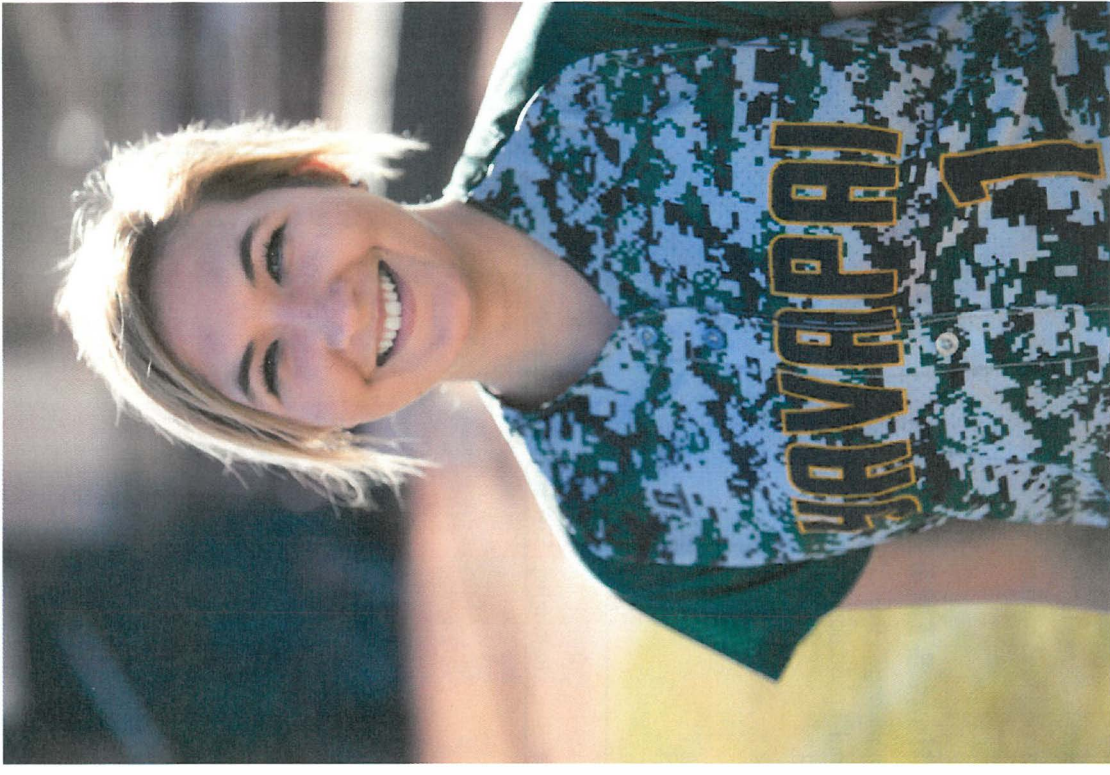
Mary Talosi, Executive Director of the YC Foundation

Laura Warne, Coordinator

Student Development

Diana Dowling, Associate VP of Enrollment Mgmt.

Tania Sheldahl, Associate VP of Student Affairs & Dean of Students



MAJOR BUSINESS UNITS

Athletics

Athletics play a unique role on college campuses, often serving as the “front porch” of the institution, inviting both students and community members alike to join the college family. Athletics has become an embedded part of the culture on many college campuses, providing a sense of school spirit and camaraderie, that helps all students to engage with their friends and consequently their studies. Athletics offers student-athletes a pathway to degree completion by cultivating a passion for their sport and by providing service to the community.

Enrollment Management

The Enrollment Management Department provides comprehensive services to new and continuing students through several areas including Admission, Financial Aid, Recruitment, the Registrar’s Office, and Early College (Dual Credit and Concurrent Credit). The goal of Enrollment Management is to help students make an informed decision on where to attend college, then help students who choose YC to find a program that fits their goals and expectations. The department works diligently to provide sound and consistent advising in regard to academic programs, financial options, and flexible course schedules that fit students’ other commitments.

Marketing & Communication

The Marketing and Communications area promotes academic programs and shares college news with the community. The department also coordinates internal College communication.

Regional Economic Development Center (REDC)

The REDC is a one-stop location in Yavapai County for business, entrepreneurial, employment and economic development services. The REDC consults with local towns, cities, and economic development organizations to foster regional collaboration and by providing economic information and analyses. The REDC provides high-quality, on-demand workforce training. The REDC houses the Small Business Center, which is a federally funded program aimed at supporting and strengthening small businesses within the county.

Student Affairs

The Student Development department provides academic and non-academic support to students as they progress toward completing their certificate or degree. This area leads several different departments to engage and support students. Student Activities creates opportunities for students to engage outside of the classroom such as clubs, Student Ambassadors, Students of Leadership, Student Government, and a variety of events. The Testing Center offers various academic and industry assessments for students, prospective students, and community members. The Learning Centers provide free tutoring. Disability Services ensures students have equal access and reasonable accommodations to all Yavapai College programs and activities. Residence Life provides semi-autonomous housing option for those students seeking to live on campus. TRiO Student Support Services provides success coaching, career exploration, and college financial support. Veterans Education

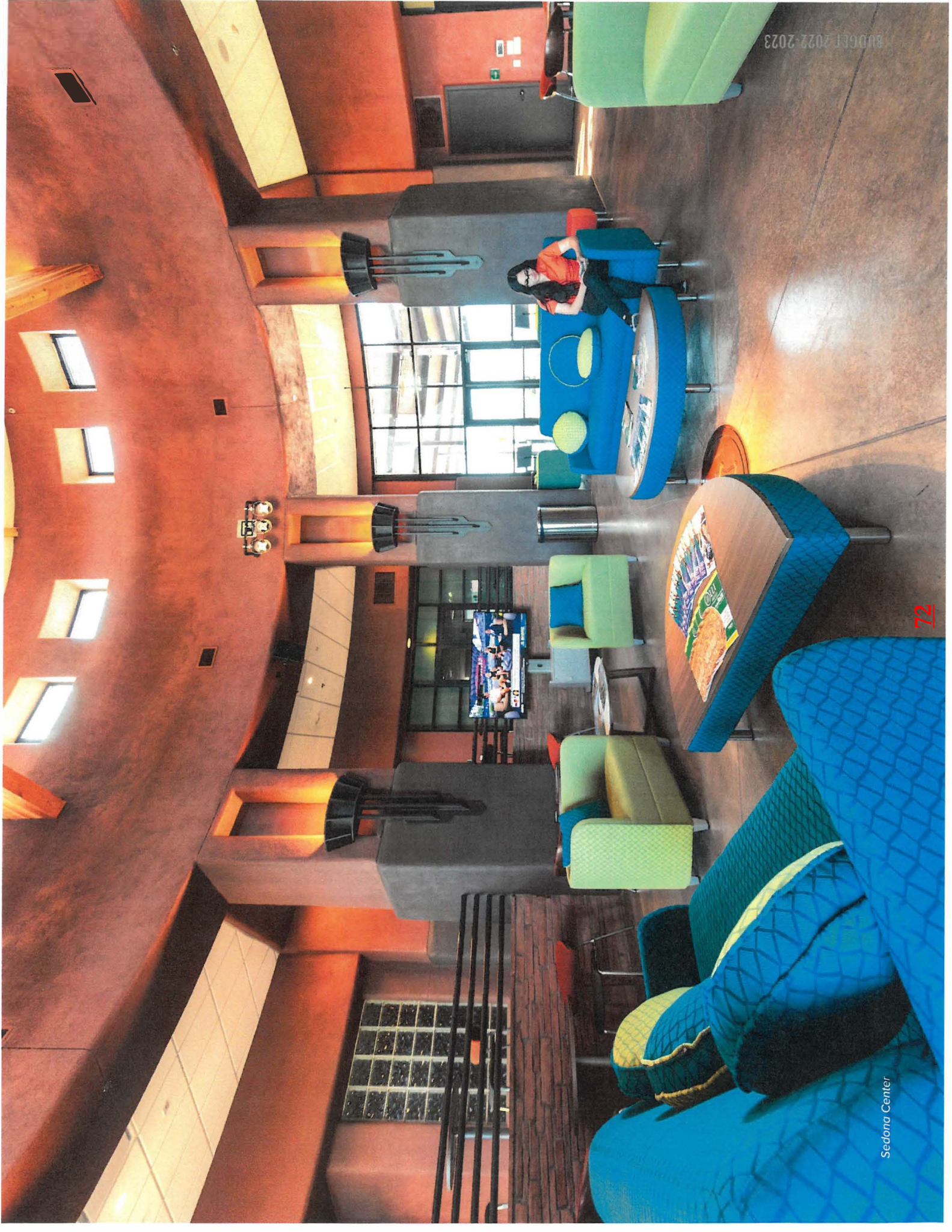
and Transition Services provides support services for student veterans and military family members. In addition, Student Affairs is responsible for addressing student conduct issues.

YC Foundation

The Yavapai College Foundation's goal is to support the College's objectives and activities through resource development as well as promote community awareness of the College and its programs. Through philanthropic activities, the Foundation helps enhance educational, cultural, and social and economic activities within the YC community through raising funds for student scholarships, faculty development and programs that enrich both the College and the community.

The Division Leads the FY23 Strategic Priorities highlighted in Yellow. These priorities align with the 4 Strategic Goals described in the Strategic Planning section of this document.

FY23 Key Initiatives	Belonging	Living Wage	Adult Learners	Delivery
Grow Athletics while lowering institutional scholarships	X			
Develop Wraparound Support Services	X		X	
Create First Generation Support & Outreach	X		X	
Join AZ Pipeline to support Career Decision Making		X		
Expand non-credit Workforce Training		X	X	
Implement 9 YC concentrations to facilitate efficient transfer		X		X
Lower advisor case loads to 300	X			
Improve Credit for Prior Learning options			X	
Promote 15 to Finish	X			
Early College Academy				X
Expand Promise to Adults seeking CTE Degree				X
Better utilize Early Alert	X			
Develop Baccalaureate Degree(s) for FY24 launch		X		
Launch semester or less training programs leading to Living Wage Support		X		X
Offer programs through 8 week course format				X
Expand Open Educational Resources to 40%				X
Create Community Education Destination Programs that are Financially Self-sustaining			X	X



DIVISION: FINANCE & ADMINISTRATIVE SERVICES

The Vice President of Finance & Administrative Services leads the support team that provides effective and efficient campus operations. Major Business Units include Business Services, Campus Safety, Facilities, Information Technology Services, and Institutional Effectiveness & Research.

Leadership Team

Dr. Clint Ewell, VP of Finance & Administrative Services

Direct Reports

Patrick Burns, Chief Information Officer

Frank D'Angelo, Controller and Director of Business Services

Dr. Tom Hughes, Director of Institutional Effectiveness & Research

David Laurence, Director of Facilities

Ty Payne, Chief of Police

Ivonne Zuniga, Coordinator



MAJOR BUSINESS UNITS

Business Services

The mission of the Business Services Team is to provide exceptional support services that help the College achieve its Ends while ensuring the integrity of the institution through fiscal best practices. Business Services includes the following areas::

- Accounting
- Bookstore (managed by Follett)
- Budget
- Bursar (Accounts Receivable)
- Food services (managed by HHS)
- Mail, print & distribution services.
- Payroll
- Purchasing

Campus Safety

The Yavapai College Campus Safety Department is a full-service police department staffed by certified Arizona Peace Officers, trained Safety Officers and professional staff. In addition to safeguarding the \$150,000,000 of College assets located at 6 locations throughout the county, the primary role of these officers is to serve and protect 1000 employees, 10,000 students, and tens of thousands of visitors who come to YC locations each year.

Campus Safety has the same responsibilities and authority as municipal, county, or state police agencies. They work to promote safety and responsibility through prevention and awareness, training, networking, and, when necessary, enforcement of the law. In 2021, YCCS was one of the first community college police departments to become accredited by the International Association of Campus Law Enforcement Administrators.

Facilities

The Facilities Department's goal is to ensure that students, visitors, faculty, and staff are provided a safe, clean, well-maintained, and comfortable environment. Services include::

- **Capital Projects**
 - Planned Maintenance: reinvest in buildings and infrastructure to lower the total cost of ownership by extending the useful life
 - Capital Improvement Projects: based primarily on [Campus Master Plan](#), manage contractors to renovate existing space or build new space to meet the emerging needs of students and the community
- **Environmental Health & Safety:** improve workplace safety by training employees to meet OSHA and other best practice standards.
- **Custodial Services:** Provide janitorial services and event support throughout the district.
- **Groundskeeping:** create a welcoming campus environment and address snow removal as needed.
- **Maintenance:** perform preventative maintenance tasks, respond to system failures, operate central plants

Information Technology Services

The Information Technology Services (ITS) Department provides technology support and services to the students, faculty, and staff of Yavapai College. The department is organized into four teams that manage the efficient use of technology resources throughout the district.

- The Technology Support Services (TSS) team is the front-line for customer support (Helpdesk), and they maintain all of the computer workstations and labs at YC. TSS also is responsible for designing, implementing, and maintaining all of the district's presentation (audio/visual) systems.
- The Application Development team supports the College's enterprise system (Banner). This team also develops custom applications and integrations that support the evolving needs of stakeholder such as the student and employee portal, or the ERP permissions systems.
- The Systems and Network Services (SANS) team is responsible for maintaining the College's network infrastructure, server environment, desktop virtualization, and telephony system.
- Cybersecurity is responsible for protecting YC's information assets by utilizing the latest tools and best practices.

The [IT Strategic Plan](#) provides more details about this Business Unit and its priorities.



Institutional Effectiveness and Research

The Office of Institutional Effectiveness and Research (IER) offers a broad array of decision support services to all areas of the College and external agencies as necessary. Services include developing tools to support evidence-based decision-making, performing research and predictive analyses, leading Strategic Planning and Accreditation.

In addition to supporting most of the Strategic Initiatives being led by the other Divisions, the FAS FY23 Strategic Initiatives include

- Update and begin to implement the Campus Master Plan
- Evaluate the possibility of a new Enterprise Resource Planning system

DIVISION: HUMAN RESOURCES

The Chief Human Resources Officer leads the Human Resources Department.

Our HR Vision

In support of the YC mission, we work collaboratively as strategic partners to build innovative, exemplary, value-added HR services that drive organizational success by:

- Attracting, retaining, and rewarding talented employees
- Removing barriers to equity
- Being accountable to those we serve
- Promoting a positive work environment
- Encouraging employee well-being
- Doing the right thing



Leadership Team

Dr. Emily Weinacker, SHRM-SCP, SPHR, Chief Human Resources Officer
Lisa Rhodes, MBA, SHRM-SCP, SPHR, Assistant Director
M. Haley Green, MA, SHRM-SCP, Manager HR Projects and Operations
Wyatt Brannock, Human Resources Support Specialist

Our HR Mission

- YC Is the Employer of Choice
- With a spirit of optimism, we create a workplace where people belong, partnerships prevail, and performance excels.

The HR Team has adopted a business partner model where every employee and department are assigned a dedicated HR partner to assist with all HR-related needs including:

- Attracting, retaining and rewarding talented employees
- Designing market-competitive compensation and benefits
- Enhancing employee relations
- Building employee talents through Performance Management as well as Training & Development opportunities

Business Partner Team

HR Strategic Initiatives for FY23 include

- Conduct Employee Engagement Survey
- Update Compensation Plan for Occupational Faculty
- Create Supervisor Training Program

	<u>General</u>	<u>Auxiliary</u>	<u>Restricted</u>	<u>Plant</u>	<u>Debt</u>
President	X				
HR	X				
Academic Affairs	X				
Career & Technical Education	X		X	X	
Health and Wellness, Science & Math	X		X	X	
Instructional Support	X		X	X	
Performing Arts	X		X	X	
Professional Programs & Visual Arts	X			X	
Scheduling & Early College	X			X	
Verde Valley Operations and English, Humanities & Social Sciences	X		X	X	
YCPAC Operations & FMA	X		X	X	
Community Relations & Student Development	X				
Athletics	X			X	
Enrollment Management	X		X		
Marketing & Communications	X				
REDC			X		
Student Affairs	X		X		
YC Foundation			X		
Finance & Administrative Services					
Business Office	X		X	X	X
Campus Safety	X		X	X	
Facilities	X		X	X	
Information Technology	X		X	X	
Institutional Research	X				

The following Table shows the relationship between each of Yavapai College's Major Business Units and Funds, indicating where each MBU is budgeted.



It's a Wonderful Life
YC Performing Arts Production



YAVAPAI COLLEGE STRATEGIC PLAN

FUTURE FOCUSED. COMMUNITY INSPIRED.

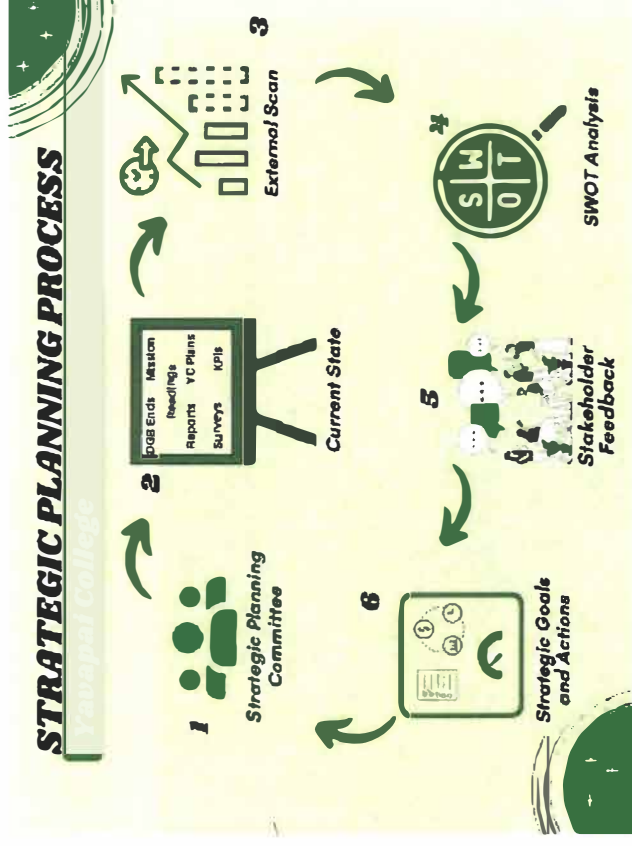
STRATEGIC PLANNING

Process

In order to keep pace with change, the College's Strategic Planning process is updated annually with a perpetual 3-year horizon. The Strategic Planning Committee is chaired by the Director of Institutional Effectiveness & Research, with membership comprised of leaders of other significant planning efforts at the College. One of the Outcomes described in the SPC Charter is to ensure the various College plans align with the [Strategic Plan](#). In this way, we ensure all areas of the College are moving in the same direction. Other major plans include:

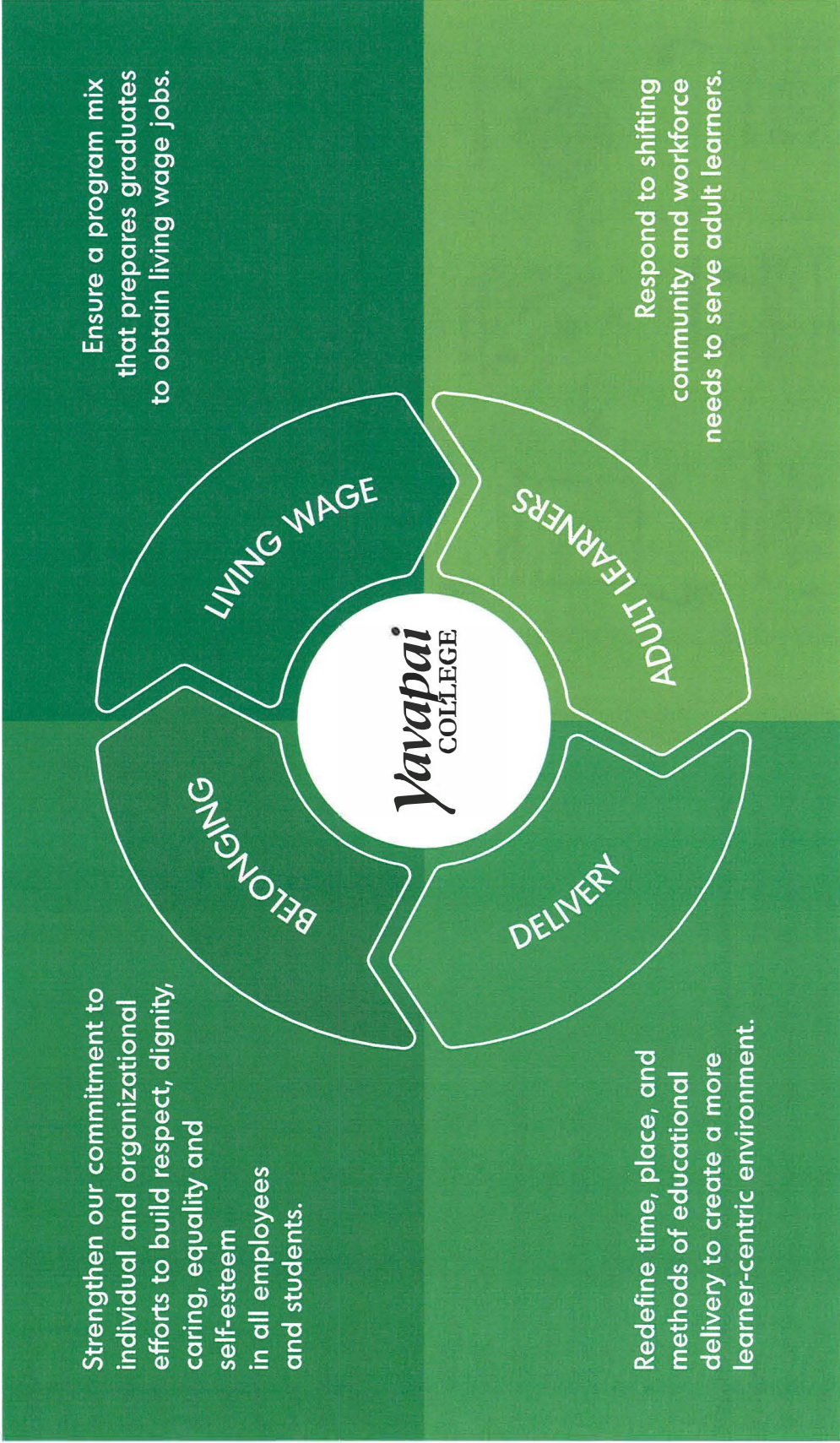
- [Academic Master Plan](#)
- [Auxiliary Plans](#)
- [Campus Master Plan](#)
- [Economic Development Plan](#)
- [Financial Plan \(Budget\)](#)
- [Foundation Development Plan](#)
- [Human Resources Plan](#)
- [Information Technology Plan](#)
- [Marketing/Recruitment/Retention Plans](#)

The SPC begins by assessing the Current State, reviewing internal reports and key performance indicators, as well as other major College plans. The SPC then turns its collective gaze outwards, looking at benchmark studies to assess how YC performs compared to its peers, reviewing the annual [Environmental Scan](#), and reading extensively to ascertain emerging trends and best practices. Using all of this information, the SPC then conducts a SWOT analysis, assessing internal Strengths and Weaknesses, and identifying external Opportunities and Threats. All of this information, including the results of the SWOT analysis, can be reviewed by the greater Yavapai College community by visiting the [Strategic Planning](#) website.



The YC Strategic Plan has Goals, Initiatives and Action Plans. A Goal represents a shared idea of the future state that, when accomplished, will help us fulfill our DGB Priorities and the College's Vision. Initiatives are projects intended to lead to the accomplishment of the Goal.

Actions Plans describe how and how much of an initiative will be accomplished in a given fiscal year. This includes who is responsible, who will support, target dates, and budget implications. Finally, Key Performance Indicators have been developed to help the College assess its progress toward achieving its Goals.



This graphic summarizes the 4 Strategic Goals in the FY23-25 Strategic Plan.

SWOT ANALYSIS

Internal STRENGTHS (+)	
1	Talented Employees committed to student success
2	CTE Programs
3	Facilities & Technology
4	Price
5	REDC
6	Quality Reputation-
7	Community focused & supported
8	Early College relationships led to growth
9	Unique programs: VEN, CUL, AVT, GST, 3D Const, FEC, NARTA, YCPAC, OLLI, C4K, Sports, Res Halls
10	Unique Location: Weather, Landscape, History
11	PACE: Cooperation & problem solving on my workteam, how we prepare students for career, staff meet students needs, and Overall

Internal WEAKNESSES (-)	
1	Program Mix: metrics to start/end programs loosely followed (eg living wage?)
2	Higher Ed Culture resists change; not agile enough to keep up with market changes
3	Though we have quality tools (Canvas, Zoom) and people (TeLs, PTSS), YC Online lacks direction. We are growing organically, not purposefully. Best practices are not consistently followed. Online student success lags F-F, though more students are migrating to this mode.
4	Helping SMEs to become better teachers
5	No Focus: Trying to be everything for everyone: what problem are we solving; what is our distinct blue ocean?
6	Career Connection: ID interests, counseling, placement, apprentice/intern/coop
7	Processes/ resources geared toward shrinking traditional students segment
8	Processes complicated/ not well defined/ limit innovation- PACE
9	Limited training opportunities for employees- PACE

External OPPORTUNITIES (+)	
1	Clarify connection between education and economy to justify additional state partnerships and support
2	Optimize unique programs: Create more such as SW Studies, exchange student program with Mexico, environmental science, & renewable energy; expand programs such as law enforcement continuing ed or nc destination culinary; export via EdX, Acadeum, Coursera, etc ; 4 year degrees
3	Create profitable programming for retirement age people
4	Better service hispanic community
5	Financial pressures could lead to deeper partnerships with HS, ERAU and Prescott College
6	Silver City needs more health (& CTE (4th IR), business, education); Economy-focused legislature might support; leverage Jobs For the Future resources
7	Refocus processes and resources on 70,000+ non-traditional in-county residents who need cert or degree
8	Create one-stop shop for customizable JIT workforce training (NCR ->CR)
9	AZ 60 could allow YC to differentiate by helping more students complete
10	Summer use of facilities -expedite completion, prof dev training, camps, etc

External THREATS (-)	
1	Great resignation leading to employee retention and recruitment issues
2	Competitors creating new best practices based on Voice of Student: expedited certs & degrees, focus on what students want (job, speed), credit for prior learning, all majors creating human skills and technical competencies through Applied Learning and stackable credentials, provide support with non-academic life-issues, scheduling to improve efficiency & completion, articulation that leads to true Jr transfer, CRM
3	Some competitors (eg ASU) adopting next gen online tools: personalized learning, virtual reality, chatbots, OER, competency based, predictive analytics, support for online students, Learn on demand (subscriptions)
4	Abundance of low cost general education (Sophia, Straighterline, etc.) and workforce training (edX, Coursera, EdtoGo, Careerbuilder, LinkedIn Learning, Google Skillshop, Google Digital Academy) leading to industry certifications being accepted by employers
5	Competitors offering lower cost MOOC and need-based scholarships such that net price is close to YC
6	Declining traditional age student population across county and country leads to fewer students for YC--and its competitors
7	Expenditure limit
8	Global warming leading to longer fire seasons and water issues
9	Cost of housing in Yavapai County
10	Limited high-speed internet through much of county
11	Weak articulation: does it count toward Bachelor?

FY23 Key Initiatives	Belonging	Living Wage	Adult Learners	Delivery
Grow Athletics while lowering institutional scholarships	X			
Develop Wraparound Support Services	X		X	
Create First Generation Support & Outreach	X		X	
Join AZ Pipeline to support Career Decision Making		X		
Expand non-credit Workforce Training		X	X	
Implement 9 YC concentrations to facilitate efficient transfer		X		X
Lower advisor case loads to 300	X			
Improve Credit for Prior Learning options			X	
Promote 15 to Finish	X			
Early College Academy				X
Expand Promise to Adults seeking CTE Degree				X
Better utilize Early Alert	X			
Develop Baccalaureate Degree(s) for FY24 launch		X		
Launch semester or less training programs leading to Living Wage Support		X		X
Offer programs through 8 week course format				X
Expand Open Educational Resources to 40%				X
Create Community Education Destination Programs that are Financially Self-sustaining			X	X

The following is a brief description of the College-wide Initiatives funded in FY23 being led by the Community Relations and Student Development Division:

1. **Grow Athletics:** The College added E-sports and Women's Soccer in FY22. In F23, Men's and Women's Basketball will return. Over a 5 year period (FY22 is year 2), the College will increase Athletics related fundraising with the goal of eliminating General Fund Athletics scholarships by the end of year 5.

2. **Wraparound Support Services:** The College has adopted the Single-Stop model in FY22, allowing students to come to one place to receive both traditional support services such as Advising, Financial Aid and Tutoring; however, students can now receive support with non-academic issues such as food & housing insecurity, physical & mental health, etc. The FY23 budget includes a position to serve as a liaison between the students and these community-based services.

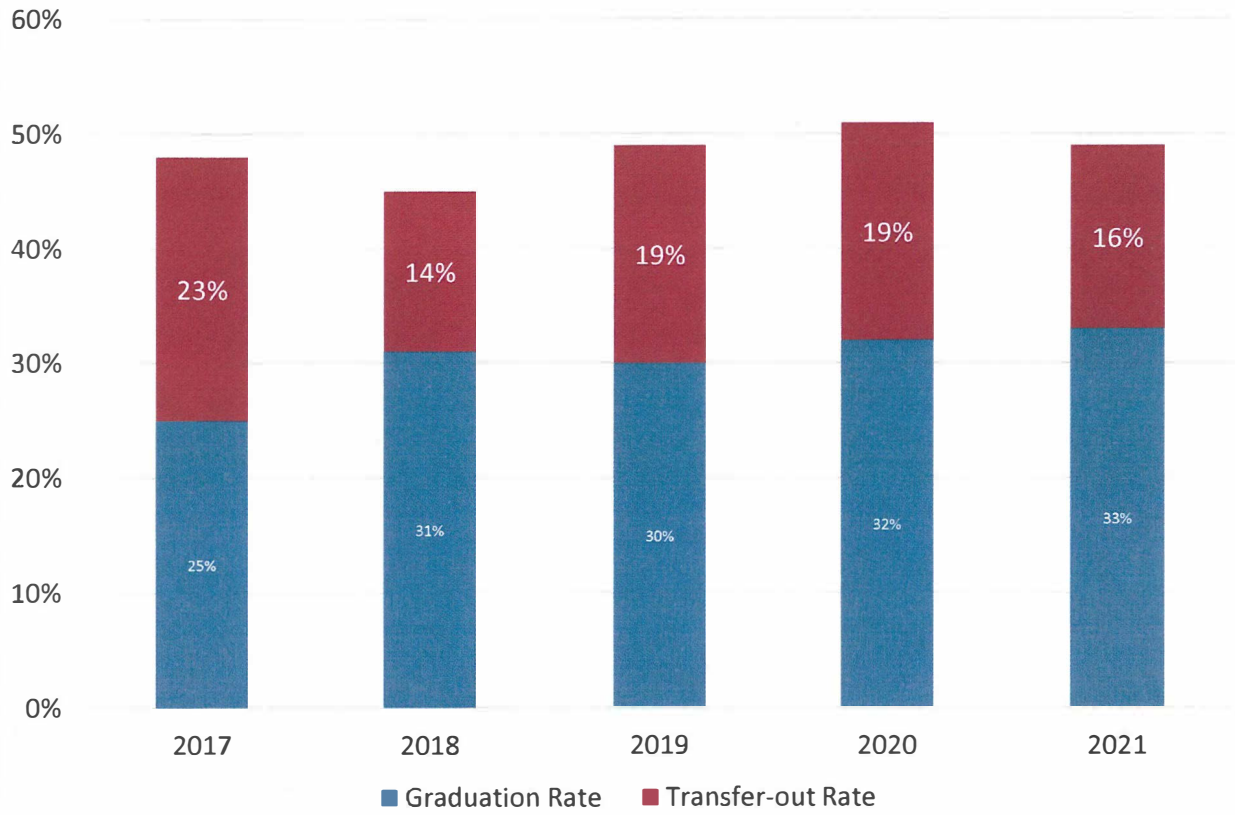
3. **1st Generation Support & Outreach:** A significant number of people in our community have not attended college, nor do they have family members who did. We want to reach out specifically to these people to invite come to the college. Then once they are here, we want to help them connect both with each other and with the support services which will help them complete a certificate or degree. The FY23 budget includes a Coordinator position to perform those tasks.
4. **AZ Pipeline:** Once we help students acquire the knowledge and skills they need to be successful in the workplace, this software helps them to connect to jobs both locally and throughout the state.
5. **Non-credit Workforce Training:** Using Prop 207 funds, the REDC is expanding its staff and services to help businesses and employees connect to on-demand training from subject matter experts across the country.
6. **YC Concentrations:** The Associate of Arts is by far the most popular degree awarded at YC. However, those students who choose to continue their studies at a university will need to declare a Major. YC will establish concentrations which mirror the most popular majors at the AZ public universities, which is where the vast majority of students transfer. Concentrations will allow students to transfer their credits more efficiently, allowing them to transfer as true Jr's.
7. **Advisor Case Load:** Over the past decade, YC has lowered the amount of students per advisor from 900 to a little over 500. However, our peers are moving even faster: the average case load is just under 300, with 25% of community college advisors helping only 150 students each! Lowering the caseload, allows the quantity and quality of advising to improve, which leads to an improvement in retention and completion. We will add several positions to lower this ratio, and train them in the best practices we learned from InsideTrack.
8. **Credit for Prior Learning:** YC does award some credit for prior learning; however, not as much as our competitors. We need to adopt best in class practices which will appropriately reward students for their prior learning experiences, thus allowing them to complete more quickly.
9. **15 to Finish:** This is a national initiative encouraging students to take 15 credits per term so that they can finish their degree on time (in 2 years at community colleges, or 4 years at universities).
10. **Expand YC Promise:** Launched in FY20, the YC Promise scholarship reimburses out-of-pocket tuition recent high school graduates who complete their degree within 2 years. In FY23, YC will expand this scholarship opportunity to any county resident who earns a degree in a Career Technical Education field within 2 years. This allows residents to upskill and become qualified to apply for more living wage jobs, while making Yavapai County a more attractive location for businesses to expand or re-locate by expanding the pool of talented candidates.
11. **Create Early College Academy:** YC has great partnerships with local high school, and together we provide opportunities for high school students to earn college credits through dual credit classes taught by high school teachers in the high school and concurrent credit classes taught by college faculty primarily at the college. These programs are highly successful, saving families \$11.5M per year in college tuition and allowing the average Yavapai County high school graduate to begin college with 10 college credits. To supplement these successful programs, we envision an Early College Academy in which some high school students will take all college classes during the junior and senior years of high school in order to earn an Associates degree (60 credits) by the time they complete their high school diploma.

The following is a brief description of the College-wide Initiatives funded in FY23 being led by the Academic Affairs Division:

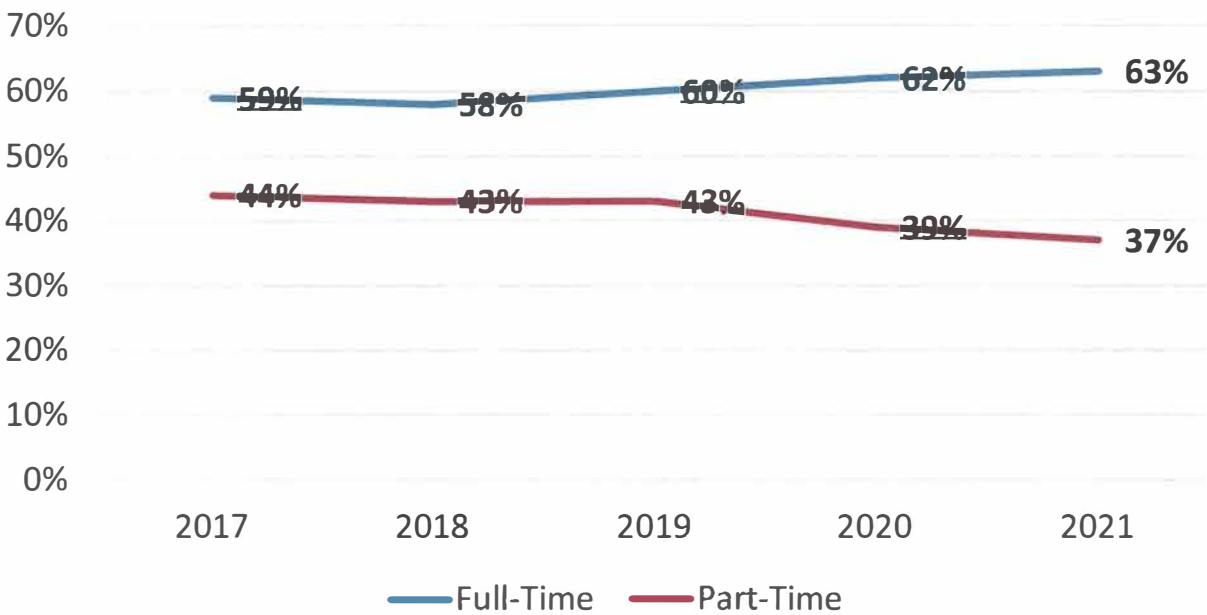
12. **Early Alert:** Institutional Research has developed predictive analytic tools, which help identify students who are likely to not be successful. With the help of faculty and staff, we can use this tool to intervene and help students adopt more successful behaviors.
13. **Baccalaureate Degrees:** In the last legislative session, AZ gave community colleges the ability to offer baccalaureate degrees. In FY22, the College worked with EMSI to identify the 4-year degrees that are most needed. In FY23, we will develop the curriculum and seek approval to offer these degrees beginning in FY24.
14. **Living Wage in a semester or less:** This project will actually be co-led by Academic Affairs and by CRSD. For students taking credit courses, Academic Affairs will evaluate which of its programs are over-specified, and could be shortened to allow students to earn the industry certification in 16 weeks or less. Similarly within the CRSD Division, the REDC will identify non-credit programs that can lead to a living wage in the same timeframe.
15. **Online:** The College will continue to update its online courses, to comply with industry best practices (Quality Matters) which have proven to help more students successfully complete the course with a C or better.

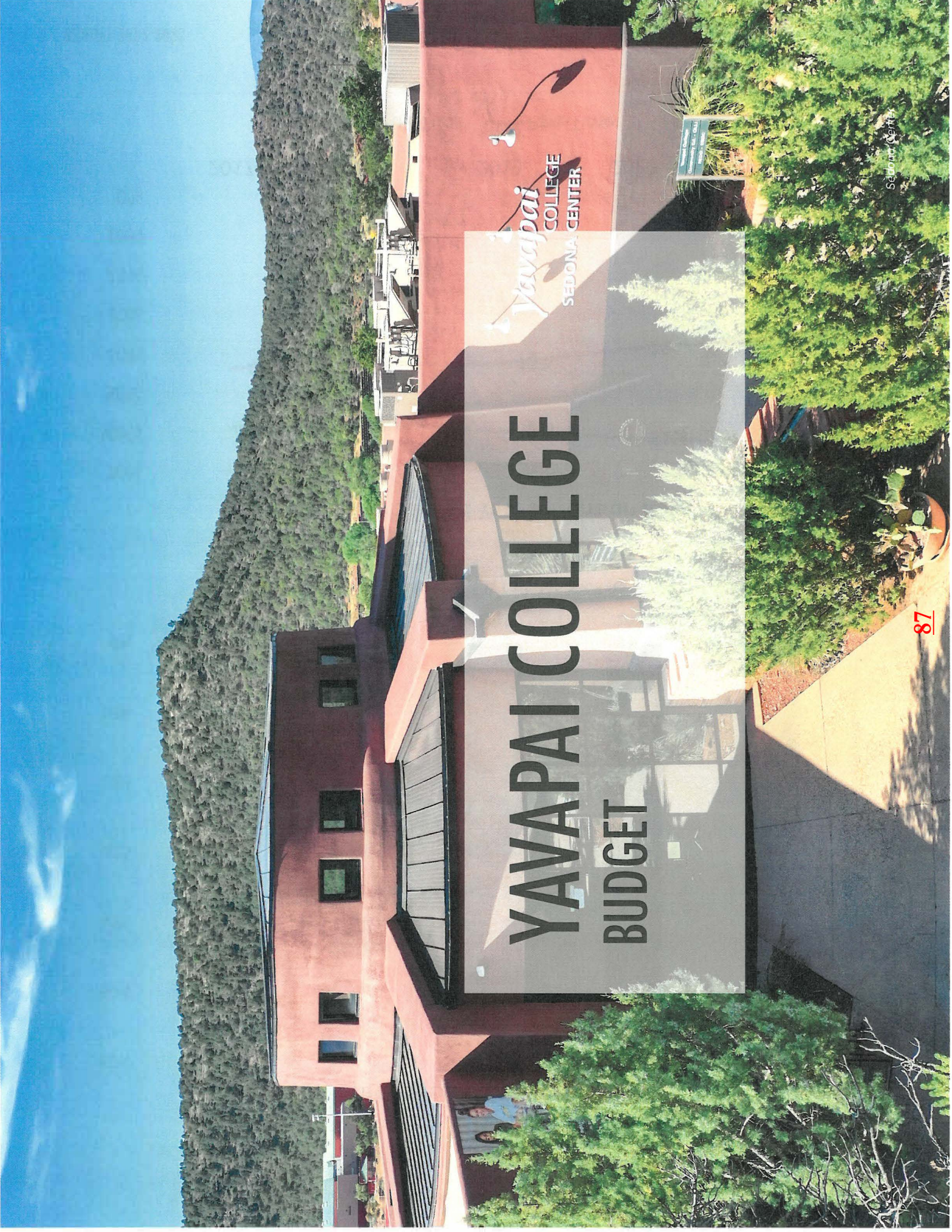
16. **Offer more 8-week courses:** Community College students tend to be different than university students, with many more students who have other life obligations such as family and/or work obligations. With this in mind, many colleges have started offering more 8-week term courses. Studies have shown students experience equal or greater success in this delivery format, perhaps because there is less time for “life to get in the way.”
17. **Offer more OER courses:** Students do better in class when they have access to the course learning materials. However, many students on a budget cannot afford the book. Open Educational Resources allow colleges to provide learning materials for low cost or no cost.
18. **Profitable Lifelong Learning:** YC has some outstanding community education programs including College for Kids, Edventures and OLLI. However, the programs are subsidized. We will work to improve these cost models and to offer new, profitable destination programs for lifelong learners.
19. The college has several Key Performance Indicators; however, the two that best represent Student Success are **1) Retention Rates** and **2) Graduation & Transfer Rates**

IPEDS Graduation (150%) and Transfer



IPEDS First to Second Year Retention Rates





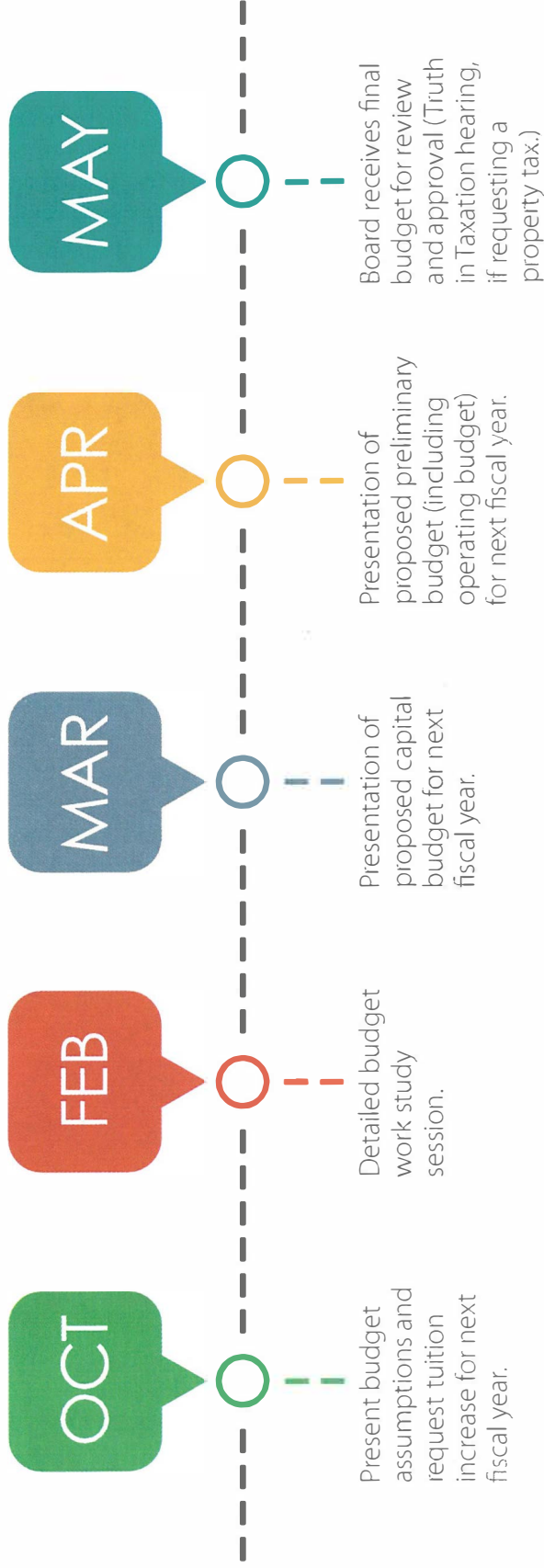
Yavapai
COLLEGE
SEDONA CENTER

YAVAPAI COLLEGE BUDGET

BUDGET

Annual Budget Process

The official YC budget begins July 1 of each year. YC conducts a series of meetings throughout the year to ensure a new budget is ready for DGB approval each May.



The formal budget process begins with the District Governing Board (DGB) in October, when Budget Assumptions are shared. Also in October, the DGB is asked to approve Tuition and Fee increases for the following Fiscal Year, so that Financial Aid packaging may commence when the FAFSA process opens in November of the current Fiscal Year.

In November, the annual Environmental Scan is reviewed with the DGB, providing necessary context for upcoming budget discussions. Then in February, YC holds a half-day Budget Work Study Session with the DGB. Time is spent discussing revenue and expense trends, as well as upcoming financial and strategic challenges for the College.

During the March DGB meeting, YC discusses capital budgets with the DGB. In April, a preliminary budget is shared with the DGB. Based on feedback received at that meeting, a final budget is brought to the May DGB meeting for approval.

Each one of this series of budget presentations is posted on the [Budget](#) website for any interested people who were unable to attend. Similarly, a video recording of each DGB Meeting is recorded and posted on the [DGB](#) website. The final budget is advertised in the major newspapers and published on the website in advance of the meeting as proscribed by [Arizona Revised Statute \(ARS\) 15-1461](#).

The DGB also has the ability to raise property taxes each year pursuant to [ARS 42-17](#). In years where YC plans to ask for a property tax increase, the College follows the regulations outlined in ARS. Similar to the transparency requirements for the budget, YC also must advertise that it will hold a Truth in Taxation Hearing where the DGB will consider a tax increase—in addition to approving the College budget—as part of their duty to represent county residents. By YC tradition, this hearing takes place on the same day in May as the budget approval meeting.

Once approved by the DGB in May, YC budget staff enter the budget into our computerized accounting system, in time for the new Fiscal Year which commences on July 1st.



Budget Adjustments

After the adoption of the budget for a particular fiscal year, it may be necessary for YC to transfer budget amounts between Organizations (departmental cost centers) or Functions within a Fund. No DGB action is required as long as the transfer does not change the total expenditure in that Fund. Functions and Funds are defined in the Glossary section.

Budget Controls

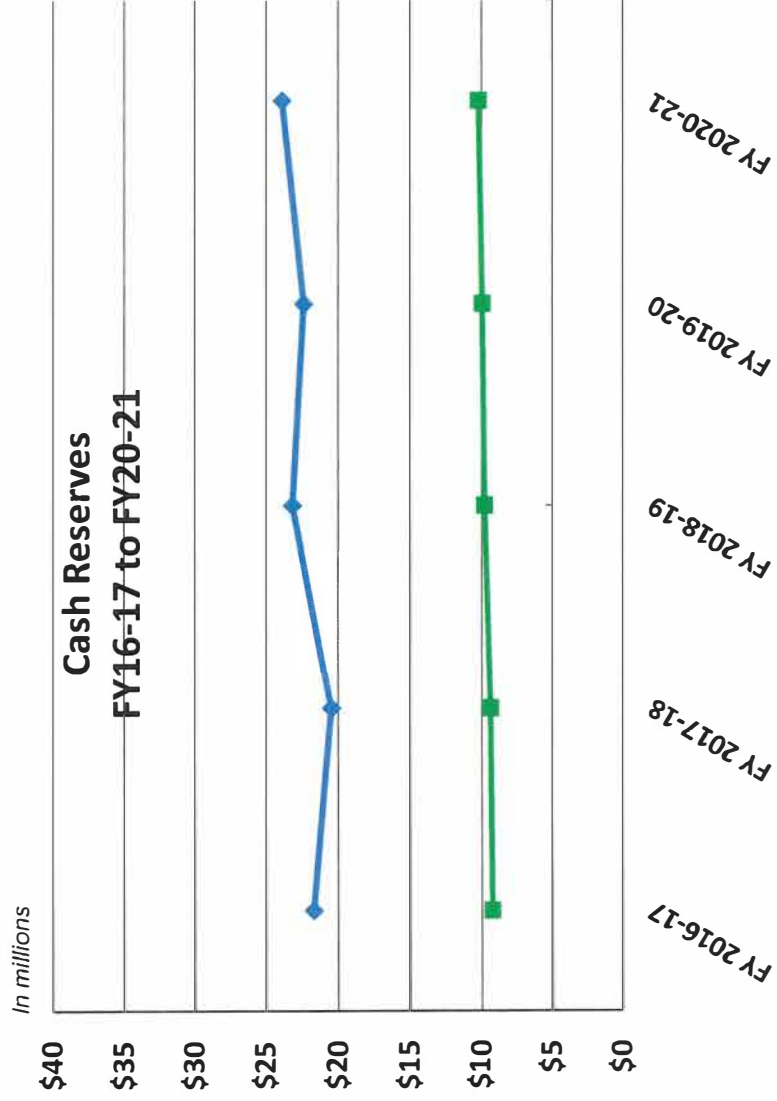
During the year, budgets are monitored on a monthly basis. Department managers may run budget reports for their areas. The Budget Director has developed exception reports to help identify budgetary issues, allowing the Director to take action if needed. The Controller shares budget information with the DGB on a monthly basis as well.

In addition, the purchasing system provides a secondary level of control: only a limited number of people have access to the requisition system, requisitions must be approved, by an even smaller group of budget managers, and requisitions without sufficient funds cannot be approved unless funds are transferred into the appropriate budget.

Finally, the College has a robust position control system which allows it to ensure that vacant positions are budgeted, before the position request is forwarded to the Executive Leadership Team (ELT) for approval. All full-time General and Auxiliary fund positions are reviewed and approved by the ELT prior to posting the position. Part-time positions or grant funded positions are excluded from this ELT review process.

Balanced Budget

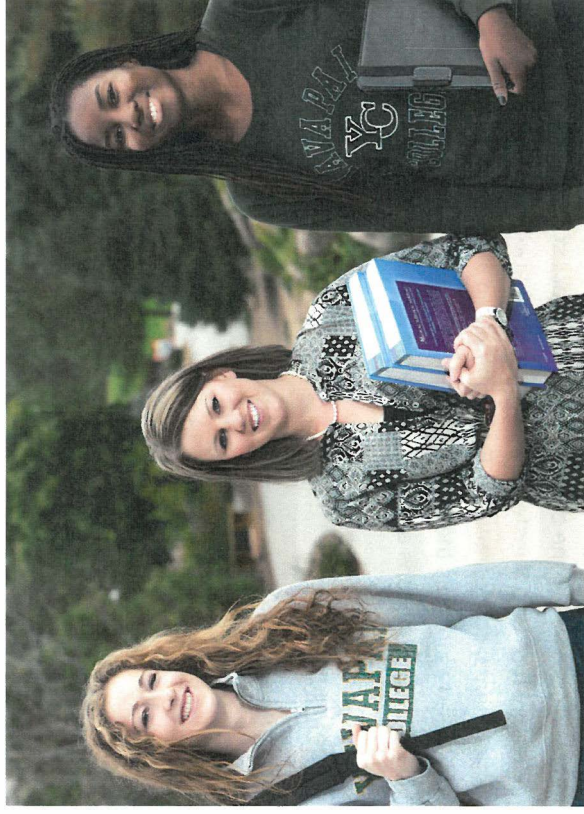
Throughout its history, YC has submitted balanced budgets to the DGB for approval. The budget is technically balanced when total annual expenditures do not exceed total projected revenues plus other sources (e.g. fund balance). However, YC is committed to creating a structurally-sound balanced budget by funding recurring expenses (such as salaries and benefits) with recurring revenues (such as tuition or property taxes). YC uses non-recurring resources (such as fund balance) to fund one-time expenses (such as capital). YC's ability to consistently exceed the minimum reserves called for in Board Policy 204 are evidence of our ability to balance our budget.



Basis of Accounting and Budgeting

The College maintains its general ledger on a cash and accrual basis throughout the year. Significant items are accrued at month-end so that the reports of revenues and expenditures provided to leadership and the DGB are more meaningful. At year-end, the financial statements are prepared under the full accrual basis of accounting, in accordance with Generally Accepted Accounting Principles (GAAP), as presented in the College's audited year-end financial statements. Under the accrual basis, revenues are recognized when earned and expenses are recorded when an obligation has been incurred.

The College's basis of budgeting is generally the same as the College's basis of accounting described above excluding items such as the depreciation of capital assets and principal payments on debt. The Plant fund budget reflects the anticipated purchase of capital assets rather than annual depreciation expense and the Debt fund budget includes both the principal and interest expense payments on the College's bonds.



Financial Policies & Procedures

The College has a variety of policies, procedures and guidelines that employees are required to follow in regard to financial processes – including budgeting. The following is a summary:

- As per the Budget Operational Policy, the President of the College is responsible for the development of the budget in accordance with the Arizona Revised Statutes.

- Budget development procedures include, among other things

- Budget Principles: Transparency, Aligned, Participative, and Fiscally Conservative

- Create tools to support strategic budget reductions and annual reallocations

- Prioritize market-competitive salaries

- Set tuition rates that are transparent, market-competitive, and affordable

- Assess profit/subsidy of new and existing programs

- The Investment policy guides the investment of temporarily available cash to ensure all available balances are prudently invested in compliance with the applicable state statutes, governing board requirements and internal regulations. The four primary objectives of this policy are the safety of invested principal, maximum invested balances, appropriate liquidity and maximum total rate of return.

- The Purchasing policy helps employees receive the best value by explaining various means of procuring goods and services, such as p-cards, check requests, pre-negotiated contracts, and the formal bid process.

- Fund Balance Policy: As mentioned above, The College maintains cash reserves in accordance to the District Governing Board's reserve requirements. The current funds and plant fund reserves are set at 17% and 8%, respectively, of the Colleges operating expenditure budgets. The College's reserves provide stability and flexibility to respond to unexpected adversity and/or opportunities.
- The Debt Policy explains the various legal options to borrow, the purpose of issuing debt, and how to do so in a fiscally sound manner.

Fund Accounting

Fund accounting is an accounting and reporting system required to be used by independent colleges and universities to keep track of resources whose use is limited by donors, granting agencies, law, other outside individuals or entities, or by governing boards. A fund is maintained for each specific purpose.

Yavapai College uses the following 5 funds to track revenues and expenses: General Fund, Auxiliary Fund, Restricted Fund, Debt Fund, and Plant Fund. The definitions for these may be found in the Glossary.

Budget Overview

The following Revenue Summary and Expense Summary tables group these funds into Current Funds and Capital Funds. The current funds group consists of funds expendable for current operating purposes, and is divided into two unrestricted funds, General and Auxiliary, as well as Restricted Funds. Capital Funds consist of the Plant Fund and the Debt Fund.

The Expense Summary Table also categorizes expenses by Function (sometimes known as Program), which helps the financial report reader better understand which kinds of services are being provided by the College. All U.S. colleges and universities use these same categories to report to the federal Department of Education, which allows for benchmarking. Finally, the expenses are broken into Natural Expense Classes which helps the financial report reader to understand what the money purchased. Funds, Functions and Natural Expense Classes are all defined in the Glossary section of this report.



ALL FUNDS

Exhibit 1

SUMMARY OF REVENUE DATA

	Prior Year Actual	Current Year Budget	Proposed Budget	Dollar (\$) Difference	Percentage (%) Difference
	2020-2021	2021-2022	2022-2023		
REVENUES					
Current Funds					
General Fund					
Property Taxes - Primary, Net Contingency	\$ 38,887,000	\$ 40,078,600	\$ 42,014,500	\$ 1,935,900	4.8%
Tuition & Fees	10,373,900	10,674,000	11,860,000	1,186,000	11.1%
State Appropriations	585,800	4,096,500	2,143,800	(1,952,700)	-47.7%
Other Sources	2,644,000	565,100	966,700	401,600	71.1%
Auxiliary Fund					
Sales and Services	1,524,500	3,495,800	3,637,300	141,500	4.0%
Other Sources	428,700	861,600	846,600	(15,000)	-1.7%
Sub-Total Current Funds - Unrestricted	\$ 54,443,900	\$ 59,771,600	\$ 61,468,900	\$ 1,697,300	2.8%
Current Funds - Restricted					
Federal Grants and Contracts	\$ 10,663,500	\$ 19,520,000	\$ 11,060,000	\$ (8,460,000)	-43.3%
State Grants and Contracts	339,900	410,000	410,000	-	0.0%
State Appropriations/Props 207 & 301	2,498,500	2,481,300	3,861,100	1,379,800	55.6%
Private Gifts, Grants and Contracts	957,800	983,200	1,367,000	383,800	39.0%
Sub-Total Current Funds - Restricted	\$ 14,459,700	\$ 23,394,500	\$ 16,698,100	\$ (6,696,400)	-28.6%
TOTAL CURRENT FUNDS	\$ 68,903,600	\$ 83,166,100	\$ 78,167,000	\$ (4,999,100)	-6.0%
Capital Funds					
Plant Fund					
Property Taxes - Primary, Net Contingency	\$ 8,328,900	\$ 7,845,500	\$ 7,845,500	\$ -	0.0%
Other Sources	30,800	410,000	60,000	(350,000)	-85.4%
Debt Fund					
Property Taxes - Secondary, Net Contingency	2,206,400	405,500	-	(405,500)	-100.0%
Other Sources	3,778,600	1,800	-	(1,800)	-100.0%
TOTAL CAPITAL FUNDS	\$ 14,344,700	\$ 8,662,800	\$ 7,905,500	\$ (757,300)	-8.7%
GRAND TOTAL - CURRENT & CAPITAL FUNDS	\$ 83,248,300	\$ 91,828,900	\$ 86,072,500	\$ (5,756,400)	-6.3%
Fund Balance Applied to Budget	2,206,700	1,107,800	5,443,500	4,335,700	391.4%
TOTAL REVENUES AVAILABLE FOR EXPENDITURES	\$ 85,455,000	\$ 92,936,700	\$ 91,516,000	\$ (1,420,700)	-1.5%

Exhibit 2

SUMMARY OF EXPENSE DATA

Expenditures by Fund	2020-2021		2021-2022		2022-2023		Dollar (\$) Difference	Percentage (%) Difference
	Actual	Budget	Actual	Budget	Proposed	Difference		
Current Funds								
Current General Fund - Unrestricted	\$ 46,099,200	\$ 52,034,800	\$ 55,003,500	\$ 2,968,700			5.7%	
Auxiliary Enterprises	3,873,600	5,368,200	5,435,800	67,600			1.3%	
Sub-Total Current Funds - Unrestricted	\$ 49,972,800	\$ 57,403,000	\$ 60,439,300	\$ 3,036,300			5.3%	
Current Funds - Restricted	13,481,200	23,618,500	18,448,100	(5,170,400)			-21.9%	
TOTAL CURRENT FUNDS	\$ 63,454,000	\$ 81,021,500	\$ 78,887,400	\$ (2,134,100)			-2.6%	
Plant Funds								
Unexpended Plant Fund	\$ 10,093,400	\$ 9,654,300	\$ 11,370,500	\$ 1,716,200			17.8%	
Retirement of Indebtedness	7,899,600	2,260,900	1,258,100	(1,002,800)			-44.4%	
TOTAL PLANT FUNDS	\$ 17,993,000	\$ 11,915,200	\$ 12,628,600	\$ 713,400			6.0%	
GRAND TOTAL - CURRENT & PLANT FUNDS	\$ 81,447,000	\$ 92,936,700	\$ 91,516,000	\$ (1,420,700)			-1.5%	
Expenditures by Program								
Instruction	\$ 20,642,200	\$ 26,022,200	\$ 27,639,600	\$ 1,617,400			6.2%	
Public Service	1,786,600	3,760,500	3,437,800	(322,700)			-8.6%	
Academic Support	5,303,200	6,284,600	5,820,400	(464,200)			-7.4%	
Student Services	8,706,100	9,632,500	11,831,600	2,199,100			22.8%	
Institutional Support/Administration	11,410,800	13,464,800	12,500,200	(964,600)			-7.2%	
Physical Plant Operations/Maintenance	14,435,500	13,485,900	15,499,600	2,013,700			14.9%	
Scholarships	9,325,200	14,141,700	9,638,800	(4,502,900)			-31.8%	
Auxiliary	1,937,800	2,446,000	2,497,400	51,400			2.1%	
Retirement of Indebtedness	7,899,600	2,260,900	1,258,100	(1,002,800)			-44.4%	
Contingency	-	1,437,600	1,392,500	(45,100)			-3.1%	
TOTAL BUDGET	\$ 81,447,000	\$ 92,936,700	\$ 91,516,000	\$ (1,420,700)			-1.5%	
Expenditures by Natural Expense								
Salaries and Benefits	\$ 42,799,100	\$ 46,185,600	\$ 49,882,200	\$ 3,696,600			8.0%	
Supplies	3,526,200	6,067,800	5,973,000	(94,800)			-1.6%	
Contractual Services and Other	4,740,900	10,612,700	8,318,200	(2,294,500)			-21.6%	
Communications and Utilities	1,816,300	2,155,100	2,159,400	4,300			0.2%	
Travel, Conferences & Memberships	593,000	1,228,600	1,501,700	273,100			22.2%	
Scholarships	9,325,200	14,141,700	9,638,800	(4,502,900)			-31.8%	
Capital Projects and Equipment	10,746,700	8,846,700	11,392,100	2,545,400			28.8%	
Debt payments	7,899,600	2,260,900	1,258,100	(1,002,800)			-44.4%	
Contingency	-	1,437,600	1,392,500	(45,100)			-3.1%	
Total	\$ 81,447,000	\$ 92,936,700	\$ 91,516,000	\$ (1,420,700)			-1.5%	

Exhibit 3

GENERAL FUND - REVENUES AND OTHER ADDITIONS

REVENUES	2020-2021	2021-2022	2022-2023	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
	Actual	Budget	Proposed		
PROPERTY TAXES - PRIMARY	\$ 38,887,000	\$ 41,008,600	\$ 42,164,500	\$ 1,155,900	2.8%
Property Tax Contingency	-	(930,000)	(150,000)	780,000	-83.9%
PROPERTY TAXES - PRIMARY	\$ 38,887,000	\$ 40,078,600	\$ 42,014,500	\$ 1,935,900	4.8%
STATE APPROPRIATIONS	\$ 585,800	\$ 596,500	\$ 300,400	\$ (296,100)	-49.6%
Maintenance Support	-	3,500,000	1,843,400	(1,656,600)	-47.3%
Rural Community College Aid	-	-	-	-	-
Sub-total State Appropriations	\$ 585,800	\$ 4,096,500	\$ 2,143,800	\$ (1,952,700)	-47.7%
TUITION & STUDENT FEES	\$ 9,073,800	\$ 9,050,000	\$ 10,160,000	\$ 1,110,000	12.3%
General Tuition	165,800	160,000	160,000	-	0.0%
Out-of-District Tuition	746,000	740,000	820,000	80,000	10.8%
Tuition - Noncredit	74,100	242,000	238,000	(4,000)	-1.7%
REDC - Workforce Noncredit	-	100,000	100,000	-	0.0%
Student Fees	63,500	82,000	82,000	-	0.0%
Tuition and Fee Remissions/Waivers	250,700	300,000	300,000	-	0.0%
Sub-Total Tuition & Student Fees	\$ 10,373,900	\$ 10,674,000	\$ 11,860,000	\$ 1,186,000	11.1%
OTHER SOURCES	\$ 38,800	\$ 50,000	\$ 70,000	\$ 20,000	40.0%
Investment Income	-	-	423,700	423,700	100%
YCF Contribution - Basketball Program	2,605,200	515,100	473,000	(42,100)	-8.2%
Other	2,644,000	565,100	966,700	401,600	71.1%
Sub-Total Other Sources	\$ 2,644,000	\$ 565,100	\$ 966,700	\$ 401,600	71.1%
Gross Revenues	\$ 52,490,700	\$ 55,414,200	\$ 56,985,000	\$ 1,570,800	2.8%
Unrestricted Fund Balance Applied to Budget	\$ 1,968,400	\$ -	\$ 1,727,000	\$ 1,727,000	100.0%
TRANSFERS IN/OUT					
Transfer to Auxiliary Fund	(2,256,450)	(1,413,600)	(1,356,400)	57,200	-4.0%
Transfer to Retirement of Indebtedness Plant Fund	(1,435,250)	(1,365,800)	(852,100)	513,700	-37.6%
Transfer to Plant Fund	(2,000,000)	(600,000)	(1,500,000)	(900,000)	150.0%
TOTAL REVENUES AVAILABLE FOR EXPENDITURES	\$ 48,767,400	\$ 52,034,800	\$ 55,003,500	\$ 2,968,700	5.7%

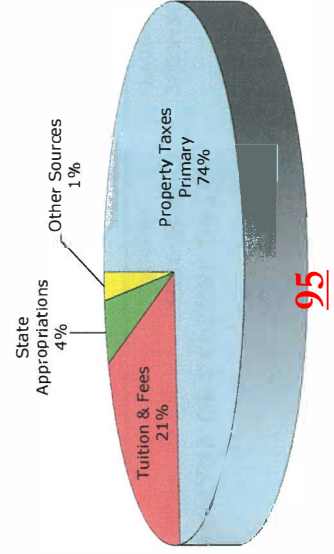


Exhibit 4

GENERAL FUND - EXPENDITURES AND OTHER DEDUCTIONS

EXPENDITURES	2020-2021	2021-2022	2022-2023	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
	Actual	Budget	Proposed		
Current General Fund					
Instruction	\$ 17,460,400	\$ 20,306,400	\$ 20,790,100	\$ 483,700	2.4%
Academic Support	4,734,800	4,740,800	4,982,100	241,300	5.1%
Institutional Support/Administration	10,150,300	10,482,900	11,358,000	875,100	8.3%
Student Services	6,607,700	6,943,700	9,070,500	2,126,800	30.6%
Physical Plant Operations/Maintenance	5,949,400	6,542,400	6,837,000	294,600	4.5%
Scholarships	738,000	1,013,200	1,423,300	410,100	40.5%
Public Service	458,600	1,475,400	12,500	(1,462,900)	-99.2%
Tuition Contingency	-	530,000	530,000	-	0.0%
TOTAL CURRENT GENERAL FUND BUDGET	\$ 46,099,200	\$ 52,034,800	\$ 55,003,500	\$ 2,968,700	5.7%

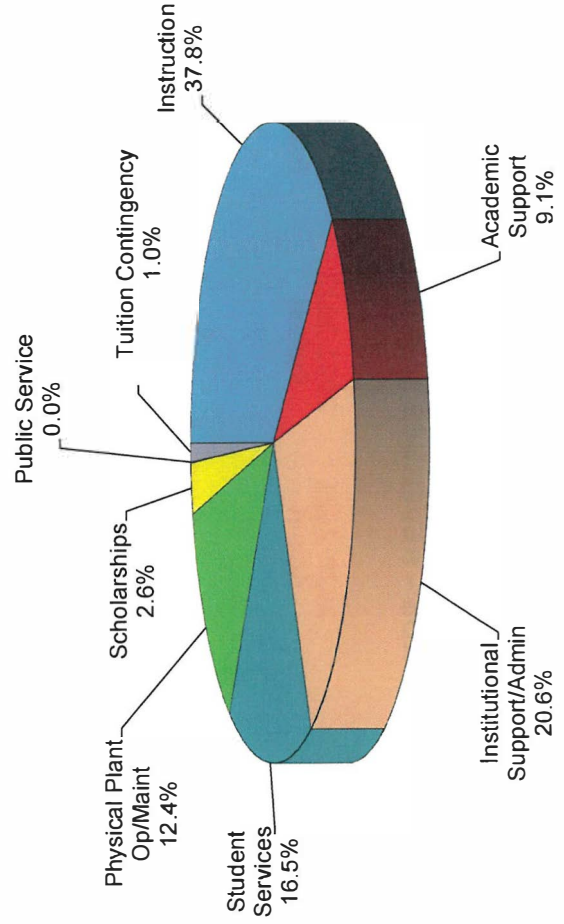


Exhibit 5

AUXILIARY FUNDS - REVENUES AND OTHER ADDITIONS

	<u>2020-2021</u> <u>Actual</u>	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
<u>Revenues & Other Additions By Source</u>					
AUXILIARY ENTERPRISES					
Residence Halls and Summer Conferences	\$ 359,100	\$ 1,252,000	\$ 1,267,000	\$ 15,000	1.2%
Bookstore	76,500	80,000	75,000	(5,000)	-6.3%
Food Services Sales	-	70,000	145,000	75,000	107.1%
Vending	4,000	30,000	40,000	10,000	33.3%
Edventures & Community Education	35,500	371,100	340,000	(31,100)	-8.4%
Winery - Tasting Room	209,500	205,000	275,000	70,000	34.1%
Family Enrichment Center	413,000	710,500	727,900	17,400	2.4%
Subtotal	\$ 1,097,600	\$ 2,718,600	\$ 2,869,900	\$ 151,300	5.6%
PUBLIC SERVICES					
Community Events	\$ 426,900	\$ 777,200	\$ 767,400	\$ (9,800)	-1.3%
Subtotal	\$ 426,900	\$ 777,200	\$ 767,400	\$ (9,800)	-1.3%
OTHER REVENUES					
Yavapai College Foundation	\$ 366,000	\$ 443,000	\$ 456,000	\$ 13,000	2.9%
Performing Arts Productions	9,400	247,000	215,000	(32,000)	-13.0%
Miscellaneous	53,300	171,600	175,600	4,000	2.3%
Subtotal	\$ 428,700	\$ 861,600	\$ 846,600	\$ (15,000)	-1.7%
Total Revenues & Other Additions	\$ 1,953,200	\$ 4,357,400	\$ 4,483,900	\$ 126,500	2.9%
UNRESTRICTED FUND BALANCE AT JULY 1 APPLIED TO BUDGET	100,000	-	-	-	0.0%
TRANSFERS IN/OUT					
Transfer in from General Fund	\$ 2,256,450	\$ 1,413,600	\$ 1,356,400	\$ (57,200)	-4.0%
Transfer to Retirement of Indebtedness Plant Fund - Revenue Bond P & I	(400,950)	(402,800)	(404,500)	(1,700)	0.4%
TOTAL AVAILABLE FOR EXPENDITURES	\$ 3,908,700	\$ 5,368,200	\$ 5,435,800	\$ 67,600	1.3%

Exhibit 6

AUXILIARY FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

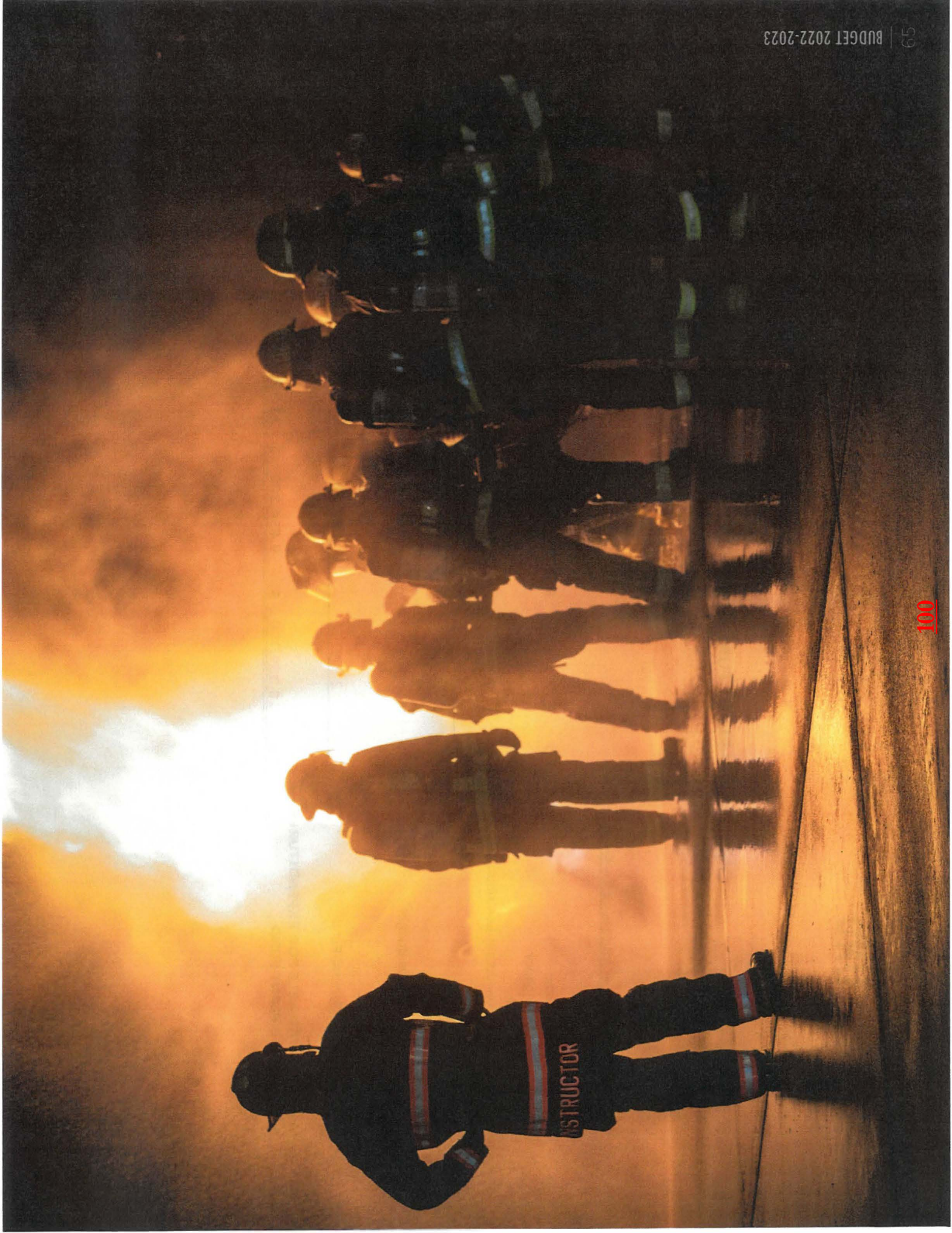
	<u>2020-2021</u> <u>Actual</u>	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
Instruction	\$ 154,500	\$ 258,100	\$ 229,100	\$ (29,000)	-11.2%
Student Services	609,200	913,700	905,700	(8,000)	-0.9%
Auxiliary Enterprises	1,313,600	1,855,800	1,860,700	4,900	0.3%
Public Service	705,500	1,149,800	1,171,300	21,500	1.9%
Contingency	-	100,000	100,000	-	0.0%
Facilities & Administrative Allocation Expense	1,090,800	1,090,800	1,169,000	78,200	7.2%
TOTAL CURRENT AUXILIARY FUNDS BUDGET	\$ 3,873,600	\$ 5,368,200	\$ 5,435,800	\$ 67,600	1.3%



Exhibit 7

AUXILIARY FUND - REVENUES AND EXPENDITURES (WITHOUT ALLOCATION)

	FY2020-2021		FY2020-2021		FY2021-2022		FY2021-2022		FY2022-2023		FY2022-2023		FY2022-2023		FY2022-2023		FY2022-2023		Net	
	Actual	Operating	Actual	NET	REVENUE	EXPENSE	REVENUE	EXPENSE	REVENUE	EXPENSE	REVENUE	EXPENSE	REVENUE	EXPENSE	NET	Difference	Percentage	Difference	Percentage	
		Expense														(\$)	(%)		(%)	
Auxiliary Enterprises																				
Residence Halls	347,800	620,100	(272,300)		1,142,000	330,000	812,000		1,142,000		812,000		1,142,000		812,000	\$ 31,500	3.9%	\$ (32,600)	-202.5%	
Summer Conferences	11,300	34,100	(22,800)		110,000	93,900	16,100		125,000		16,100		125,000		16,100	\$ (1,700)	0.4%	\$ (1,700)	-0.4%	
Debt Service - Transfer to Debt Fund	(400,950)	-	(400,950)		(402,800)	-	(402,800)		(404,500)		(404,500)		(404,500)		(404,500)	\$ (2,800)	-0.7%	\$ (2,800)	-0.7%	
Sub-Total - Residence Halls	(41,850)	654,200	(696,050)		849,200	423,900	425,300		862,500		425,300		862,500		425,300	\$ (5,000)	-6.3%	\$ (5,000)	-6.3%	
Bookstore	76,450	28,660	47,790		80,000	-	80,000		75,000		80,000		75,000		80,000	\$ 87,400	56.4%	\$ 87,400	56.4%	
Food Services Sales	-	318,960	(318,960)		70,000	224,900	(154,900)		120,000		30,000		40,000		40,000	\$ 10,000	33.3%	\$ 10,000	33.3%	
Vending	4,000	-	4,000		30,000	-	30,000		40,000		30,000		40,000		40,000	\$ (15,100)	-152.5%	\$ (15,100)	-152.5%	
Edventures & Community Education	35,530	88,930	(53,400)		371,100	381,000	(9,900)		340,000		340,000		365,000		365,000	\$ 25,400	-12.5%	\$ 25,400	-12.5%	
Family Enrichment Center	413,000	714,180	(301,180)		710,500	913,700	(203,200)		727,900		203,200		905,700		(177,800)					
Public Services																				
Community Events	426,900	981,810	(554,910)		777,200	1,024,300	(247,100)		767,400		(247,100)		1,036,700		(269,300)	\$ (22,200)	9.0%	\$ (22,200)	9.0%	
Winery - Tasting Room	209,450	297,940	(88,490)		205,000	323,000	(118,000)		275,000		(118,000)		335,200		(60,200)	\$ 57,800	-49.0%	\$ 57,800	-49.0%	
Total "Self-Supporting"	\$ 1,123,480	\$ 3,084,680	\$ (1,961,200)		\$ 3,093,000	\$ 3,290,800	\$ (197,800)		\$ 3,207,800		\$ (197,800)		\$ 3,270,100		\$ (62,300)	\$ 135,500	-68.5%	\$ 135,500	-68.5%	
Other Auxiliaries																				
SBDC	-	99,550	(99,550)		-	100,500	(100,500)		-		(100,500)		109,600		(109,600)	\$ (9,100)	9.1%	\$ (9,100)	9.1%	
Performing Arts Productions	9,390	126,720	(117,330)		247,000	242,000	5,000		215,000		5,000		210,000		5,000	\$ -	0.0%	\$ -	0.0%	
Yavapai College Foundation	366,000	421,850	(55,850)		443,000	443,000	-		456,000		-		456,000		-	\$ -	0.0%	\$ -	0.0%	
Miscellaneous	53,330	15,800	37,530		171,600	101,100	70,500		175,600		70,500		121,100		54,500	\$ (16,000)	-22.7%	\$ (16,000)	-22.7%	
Contingency	-	-	-		-	100,000	(100,000)		-		(100,000)		100,000		(100,000)	\$ -	0.0%	\$ -	0.0%	
Total Supported Areas	\$ 428,720	\$ 663,920	\$ (235,200)		\$ 861,600	\$ 986,600	\$ (125,000)		\$ 846,600		\$ (125,000)		\$ 996,700		\$ (150,100)	\$ (25,100)	20.1%	\$ (25,100)	20.1%	
GRAND TOTAL	\$ 1,552,200	\$ 3,748,600	\$ (2,196,400)		\$ 3,954,600	\$ 4,277,400	\$ (322,800)		\$ 4,054,400		\$ (322,800)		\$ 4,266,800		\$ (212,400)	\$ 110,400	-34.2%	\$ 110,400	-34.2%	



PLANT FUND

Exhibit 8

UNEXPENDED PLANT FUND - REVENUES AND OTHER ADDITIONS

	2020-2021 Actual	2021-2022 Budget	2022-2023 Proposed	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
Revenues and Other Additions By Source					
Recurring					
Primary Levy - Capital	\$ 8,328,900	\$ 7,890,500	\$ 7,890,500	\$ -	0.0%
Property Tax Contingency	-	(45,000)	(45,000)	-	0.0%
Investment Income	24,000	30,000	30,000	-	0.0%
Yavapai College Foundation Contribution	-	350,000	-	(350,000)	-100.0%
Other	6,800	30,000	30,000	-	0.0%
Total Revenues	\$ 8,359,700	\$ 8,255,500	\$ 7,905,500	\$ (350,000)	-4.2%
Fund Balance Applied to Budget	-	798,800	1,965,000	1,166,200	146.0%
IRANSEERS IN/OUT					
Transfer in from General Fund	2,000,000	600,000	1,500,000	900,000	150.0%
AMOUNT AVAILABLE FOR EXPENDITURES - UNEXPENDED PLANT FUND	\$ 10,359,700	\$ 9,654,300	\$ 11,370,500	\$ 1,716,200	17.8%

Exhibit 9

UNEXPENDED PLANT FUND - EXPENDITURES AND OTHER DEDUCTIONS

	2020-2021 Actual	2021-2022 Budget	2022-2023 Proposed	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
UNEXPENDED PLANT FUND					
Buildings/Infrastructure					
Planned Maintenance	\$ 3,139,900	\$ 3,974,000	\$ 3,974,000	\$ -	0.0%
Unplanned Maintenance	132,800	275,600	275,600	-	0.0%
Capital Improvement Projects (CIP)	4,357,000	2,195,000	3,856,300	1,661,300	75.7%
Equipment					
Equipment	2,222,600	2,091,000	2,153,700	62,700	3.0%
Furniture and Fixtures	144,400	257,500	257,500	-	0.0%
Library Books	96,700	98,700	90,900	(7,800)	-7.9%
Capital Contingency	-	762,500	762,500	-	0.0%
TOTAL EXPENDITURES - UNEXPENDED PLANT FUNDS	\$ 10,093,400	\$ 9,654,300	\$ 11,370,500	\$ 1,716,200	17.8%

Exhibit 10

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

Planned Maintenance by Project

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

Exhibit 11

FIVE YEAR EQUIPMENT PLAN

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Actual	Budget	Proposed				
Career & Technical Education	\$ 703,000	\$ 243,850	\$ 505,280	\$ 315,830	\$ 418,280	\$ 210,505	\$ 291,005
Arts & Humanities	45,900	20,855	80,850	98,578	74,980	78,200	75,900
Sciences, Nursing, Allied Health, HPER	168,100	227,762	312,664	429,840	490,554	269,446	205,997
Public Safety	22,600	63,400	92,500	103,685	87,906	68,163	72,458
Digital Media, Viticulture & Culinary	9,200	36,261	23,900	82,910	48,960	47,710	109,585
Instructional Support	-	20,650	19,717	22,285	13,000	22,700	17,925
CISCO	14,700	26,000	46,920	19,000	25,000	23,000	22,000
Student Activities	1,900	-	-	-	-	-	-
Information Technology Services	896,100	963,300	1,023,833	1,029,418	1,040,065	1,045,762	1,056,526
Business Services	74,200	43,022	46,021	93,979	28,956	24,989	108,954
Facilities - All	219,000	182,000	168,500	193,000	197,000	207,000	195,000
District Safety	22,300	50,000	15,000	15,000	15,000	15,000	15,000
Campus Safety	6,900	5,700	8,340	5,800	5,400	2,000	1,600
Marketing	-	-	-	-	-	10,000	-
Athletics	21,000	15,000	175,000	15,000	15,000	15,000	15,000
Auxiliary Enterprises	17,700	148,100	153,575	140,675	149,600	149,025	147,550
SPAC Equipment	-	-	140,000	-	-	-	-
Contingency	-	45,100	-	-	-	-	-
Sub-Total Equipment	\$ 2,222,600	\$ 2,091,000	\$ 2,812,100	\$ 2,565,000	\$ 2,609,700	\$ 2,188,500	\$ 2,334,500
Transfer Expenses to Restricted Fund - Prop. 301	-	-	(658,400)	(346,700)	(324,800)	-	-
Total Equipment	\$ 2,222,600	\$ 2,091,000	\$ 2,153,700	\$ 2,218,300	\$ 2,284,900	\$ 2,188,500	\$ 2,334,500

FY2022-2023 CAPITAL IMPROVEMENT PLAN

BUDGET RATIONALE

April 2022

- 1. Verde Valley Campus Signage**
Continuation of project to increase site visibility by installing electronic marquee adjacent to major highways.
- 2. Digital Learning Commons**
Integrate Learning Center, Library, TeLS, Helpdesk, makerspace, computer lab, study rooms, and media studio to optimize student and employee support.
- 3. Rider Diner**
Upgrade lighting, electrical, and furniture.
- 4. Mingus Union Athletic Fields**
Invest in athletic fields to allow portion of YC season to be played in VV.
- 5. WSTC**
Expand CTE capabilities for Brewing and Distilling to augment our SWC.
- 6. CDL Track**
Build 27000 sq ft track to allow for AZ DOT testing as we grow program to meet local demand.



Exhibit 12

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan Projects - Description	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Digital Learning Commons (P, VV)	\$ 2,490,200	\$ 8,828,800	\$ 1,131,900	\$ -	\$ -
Wraparound Services (P, VV)	-	950,800	3,371,000	432,200	-
Nursing/Allied Health (PV)	-	-	1,350,000	13,500,000	1,500,000
Athletics/ Recreation (P)	-	-	-	177,100	1,771,000
Bldg 3 - Rider Diner limited remodel (layout, furniture, finishes, lighting)	285,000	-	-	-	-
Mingus Union HS - Athletic Field Improvements	100,000	-	-	-	-
VVSTC- Brewing & Distilling	1,581,100	6,105,600	718,700	-	-
Verde Big F - Student Activity area	-	-	100,000	-	-
Commercial Driving Track (Chino)	200,000	-	-	-	-
Campus Signage/Marquees	150,000	-	-	-	-
Contingency	240,000	1,691,100	174,200	227,800	128,600
Transfer Expenses to Restricted Fund - STEM	(611,100)	(600,000)	(600,000)	(600,000)	(600,000)
Transfer Expenses to Restricted Fund - Prop. 207	(578,900)	(1,521,100)	-	-	-
Total Capital Projects	\$ 3,856,300	\$ 15,455,200	\$ 6,245,800	\$ 13,737,100	\$ 2,799,600
Revenue Sources					
Capital Project Accumulation Account	\$ 3,856,300	\$ 15,455,200	\$ 6,245,800	\$ 13,737,100	\$ 2,799,600
Total Revenues	3,856,300	15,455,200	6,245,800	13,737,100	2,799,600
Excess/(Needed Capital)	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Detailed explanations of projects to be Approved this year can be referenced on the next page.

Key:

Green = Continuing Projects Approved in prior years.

Red = Projects to be Approved this year

Black = Future Projects

BEGINNING FUND BALANCES

Exhibit 13

FISCAL YEAR 2023 PROJECTED FUND BALANCES

	Beginning FY23 Estimated Fund Balance	FY23 Estimated Revenues	FY23 Estimated Expenses	FY23 Interfund Transfers	Ending FY23 Estimated Fund Balance	Increase (Decrease) in Fund Balance	Beginning FY23 Estimated Cash Balance
Unrestricted Funds	\$ (6,523,300)	\$ 69,374,400	\$ (71,809,800)	\$ (1,256,600)	\$ (10,215,300)	\$ (3,692,000)	\$ 28,789,600
Restricted Funds	5,191,400	16,698,100	(18,448,100)	-	3,441,400	(1,750,000)	2,804,600
Retirement of Indebtedness Plant Fund	90,000	-	(1,258,100)	1,256,600	88,500	(1,500)	43,000
Total	\$ (1,241,900)	\$ 86,072,500	\$ (91,516,000)	\$ -	\$ (6,685,400)	\$ (5,443,500)	\$ 31,637,200

RESTRICTED FUND

Exhibit 14

RESTRICTED FUNDS - REVENUES AND OTHER ADDITIONS

	<u>2020-2021</u> <u>Actual</u>	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
Revenues and Other Additions by Source					
GIFTS, GRANTS, AND CONTRACTS					
Federal Grants and Contracts					
U.S. DOE - TRIO Student Cluster	\$ 898,900	\$ 796,000	\$ 863,000	\$ 67,000	8.4%
U.S. DOE - Adult Education	287,700	590,000	430,000	(160,000)	-27.1%
U.S. DOE - Financial Aid Cluster	8,040,700	7,392,000	6,756,500	(635,500)	-8.6%
U.S. DOE - Vocational Education	264,700	230,000	269,000	39,000	17.0%
U.S. DOE - COVID-19 Aid	702,600	9,894,000	2,000,000	(7,894,000)	-79.8%
U.S. DOE - Open Text Rural AZ	-	-	256,000	256,000	100.0%
U.S. DHHS - Substance Abuse Prevention	151,800	190,000	180,000	(10,000)	-5.3%
U.S. NSF - Technical Education	-	80,000	-	(80,000)	-100.0%
U.S. Small Business Administration	195,000	190,000	130,000	(60,000)	-31.6%
Other	122,100	158,000	175,500	17,500	11.1%
Subtotal	<u>\$ 10,663,500</u>	<u>\$ 19,520,000</u>	<u>\$ 11,060,000</u>	<u>\$ (8,460,000)</u>	<u>-43.3%</u>
State Grants and Contracts					
AZ DOE - Adult Education	\$ 261,800	\$ 287,000	\$ 300,000	\$ 13,000	4.5%
Other	78,100	123,000	110,000	(13,000)	-10.6%
Subtotal	<u>\$ 339,900</u>	<u>\$ 410,000</u>	<u>\$ 410,000</u>	<u>\$ -</u>	<u>0.0%</u>
Private Gifts, Grants and Contracts					
Bernard Osher Foundation	112,300	\$ 111,200	\$ 166,400	\$ 55,200	49.6%
Yavapai College Foundation	539,900	668,000	769,500	101,500	15.2%
Freeport-McMoRan	95,200	92,000	92,000	-	0.0%
Other	210,400	112,000	339,100	227,100	202.8%
Subtotal	<u>\$ 957,800</u>	<u>\$ 983,200</u>	<u>\$ 1,367,000</u>	<u>\$ 383,800</u>	<u>39.0%</u>
OTHER REVENUES AND ADDITIONS					
Prop. 301 Workforce Development	1,031,900	\$ 880,000	\$ 1,250,000	\$ 370,000	42.0%
Prop. 207 Workforce Development/STEM	769,100	900,000	2,000,000	1,100,000	122.2%
State Appropriation - STEM Workforce Programs	697,500	701,300	611,100	(90,200)	-12.9%
Subtotal	<u>\$ 2,498,500</u>	<u>\$ 2,481,300</u>	<u>\$ 3,861,100</u>	<u>\$ 1,379,800</u>	<u>55.6%</u>
Total Revenues & Other Additions	\$ 14,459,700	\$ 23,394,500	\$ 16,698,100	\$ (6,696,400)	-28.6%
Transfer to General Fund					
RESTRICTED FUND BALANCE AT JULY 1 APPLIED TO BUDGET	60,000	224,000	1,750,000	1,526,000	681.3%
TOTAL AVAILABLE FOR EXPENDITURES	\$ 14,519,700	\$ 23,618,500	\$ 18,448,100	\$ (5,170,400)	-21.9%

Restricted Revenue by Source

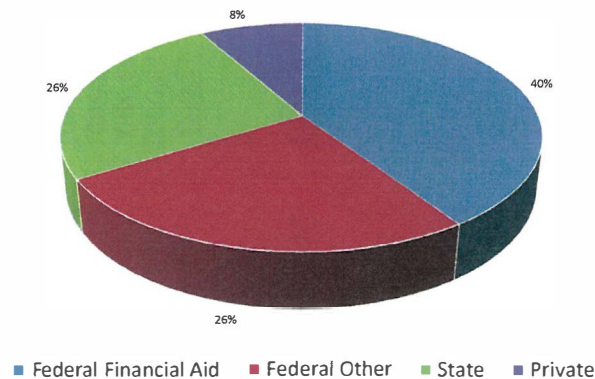


Exhibit 15

RESTRICTED FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

	<u>2020-2021</u> <u>Actual</u>	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
CURRENT RESTRICTED FUND (Note 1)					
Instruction	\$ 2,078,200	\$ 4,839,600	\$ 6,216,700	\$ 1,377,100	28.5%
Academic Support	129,700	1,100,000	400,000	(700,000)	100.0%
Institutional Support/Administration	632,100	2,300,000	400,000	(1,900,000)	100.0%
Student Services	1,361,400	1,632,700	1,546,500	(86,200)	-5.3%
Physical Plant Operations/Maintenance	463,700	3,700	107,400	103,700	100.0%
Scholarships	8,587,200	13,128,500	8,215,500	(4,913,000)	-37.4%
Public Service	228,900	614,000	1,562,000	948,000	154.4%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT RESTRICTED FUNDS	\$ 13,481,200	\$ 23,618,500	\$ 18,448,100	\$ (5,170,400)	-21.9%

Note 1: Restricted Fund expended only to the extent that Grants and Gifts are received.

DEBT FUND

Exhibit 16

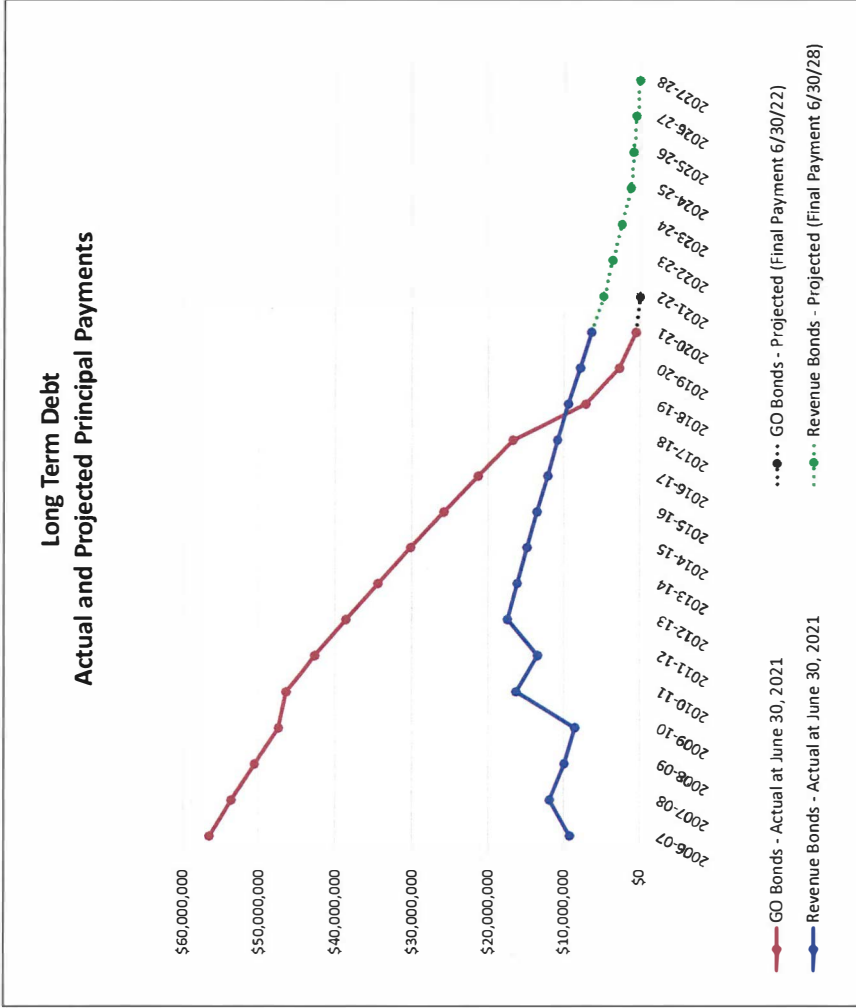
RETIREMENT OF INDEBTEDNESS PLANT FUND - REVENUES AND OTHER ADDITIONS

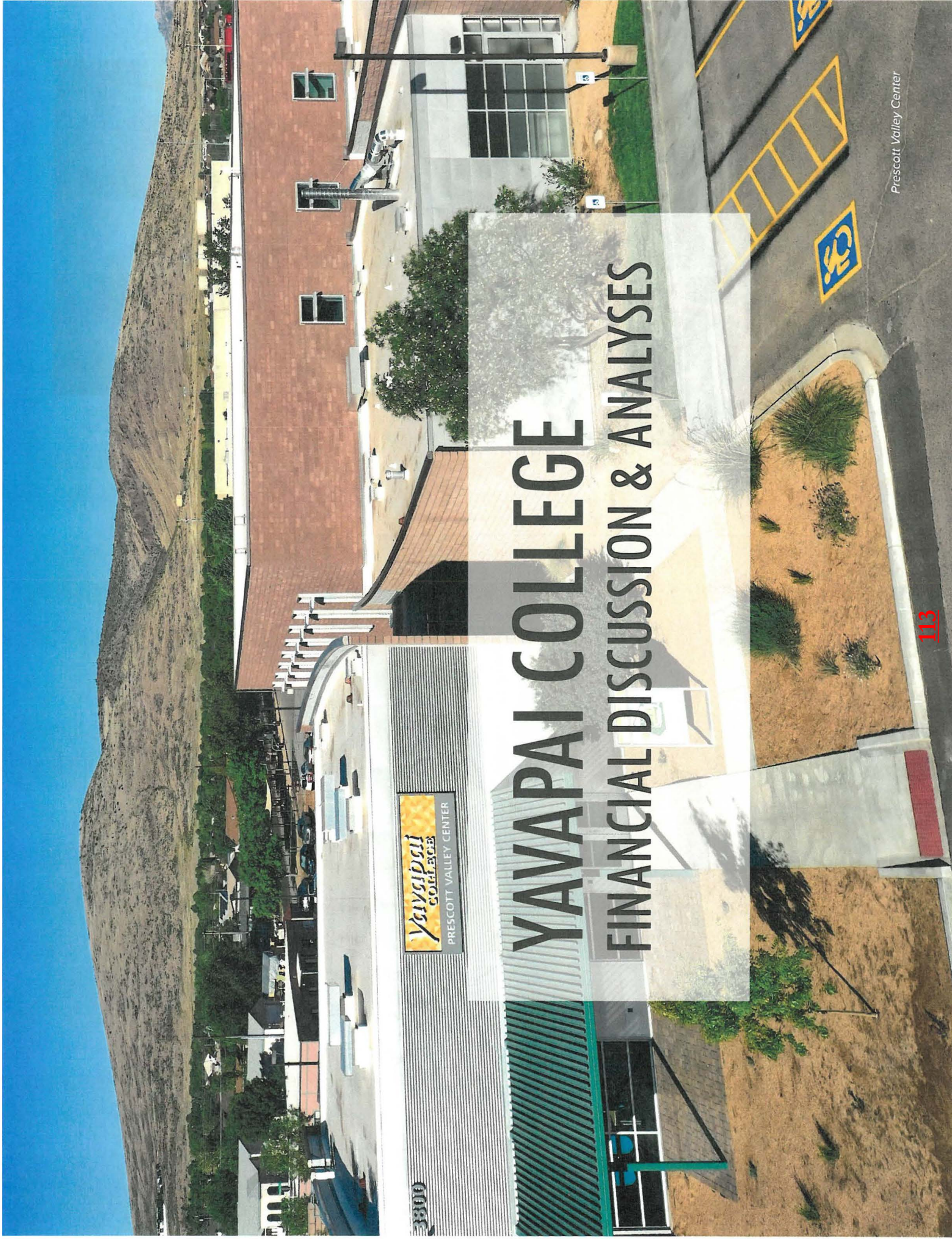
	<u>2020-2021</u> <u>Actual</u>	<u>2021-2022</u> <u>Budget</u>	<u>2022-2023</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
<u>RETIREMENT OF INDEBTEDNESS</u>					
Secondary Tax Levy	\$ 2,206,400	\$ 410,500	\$ -	\$ (410,500)	-100.0%
Property Tax Contingency	-	(5,000)	-	5,000	100.0%
2021 Revenue Refunding Bond Proceeds	3,775,000				0.0%
Interest Income	3,600	1,800	-	(1,800)	-100.0%
TOTAL RETIREMENT OF INDEBTEDNESS REVENUES	\$ 5,985,000	\$ 407,300	\$ -	\$ (407,300)	-100.0%
FUND BALANCE AT JULY 1 APPLIED TO BUDGET	\$ 78,300	\$ 85,000	\$ 1,500	\$ (83,500)	-98.2%
<u>TRANSFERS</u>					
Transfer in from General Fund - 2021 Revenue Refunding Bonds P & I	1,435,300	1,365,800	852,100	(513,700)	-37.6%
Transfer in from Auxiliary Fund - Revenue Bond P & I	401,000	402,800	404,500	1,700	0.4%
TOTAL TRANSFERS	\$ 1,836,300	\$ 1,768,600	\$ 1,256,600	\$ (512,000)	-37.6%
TOTAL AVAILABLE FOR EXPENDITURES - RETIREMENT OF INDEBTEDNESS	\$ 7,899,600	\$ 2,260,900	\$ 1,258,100	\$ (1,002,800)	-44.4%

Exhibit 17

RETIREMENT OF INDEBTEDNESS PLANT FUND - EXPENDITURES AND OTHER DEDUCTIONS

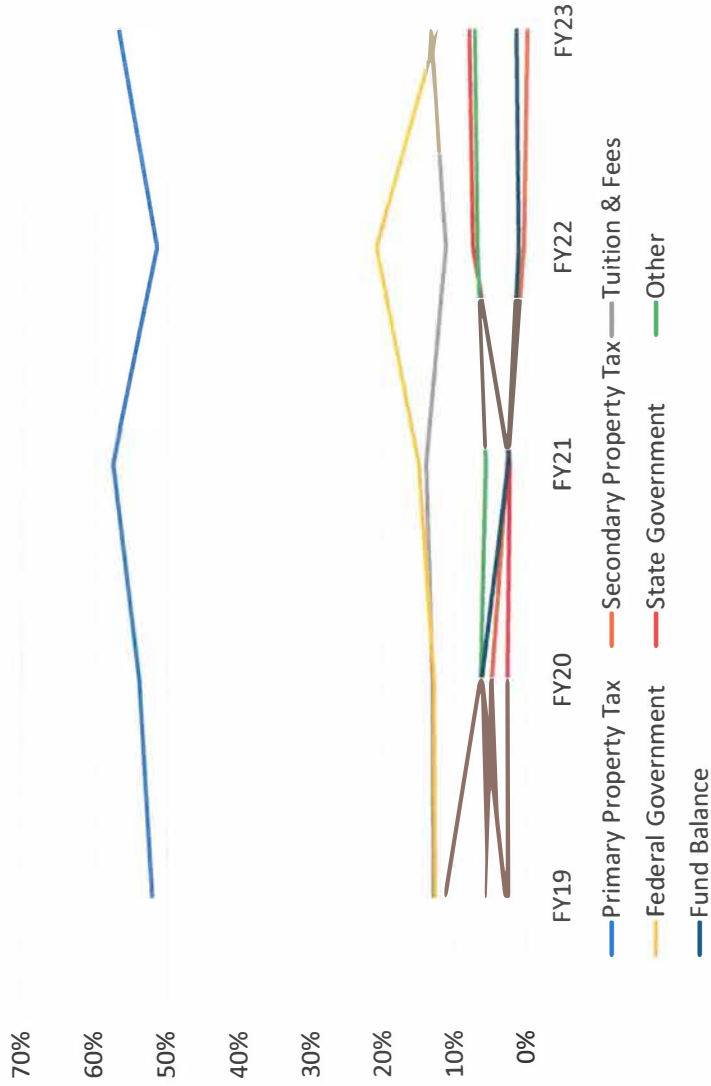
	Final Maturity	2020-2021 Actual	2021-2022 Budget	2022-2023 Proposed	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
RETIREMENT OF INDEBTEDNESS						
Retirement of Indebtedness (Principal)						
General Obligation Bonds - 2012 Refunding	7/1/2022	\$ 1,705,000	\$ 470,000	\$ -	\$ (470,000)	-100.0%
General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





DISCUSSION OF BUDGETED REVENUES

All Budgeted Revenues
Percentage Trend by Type

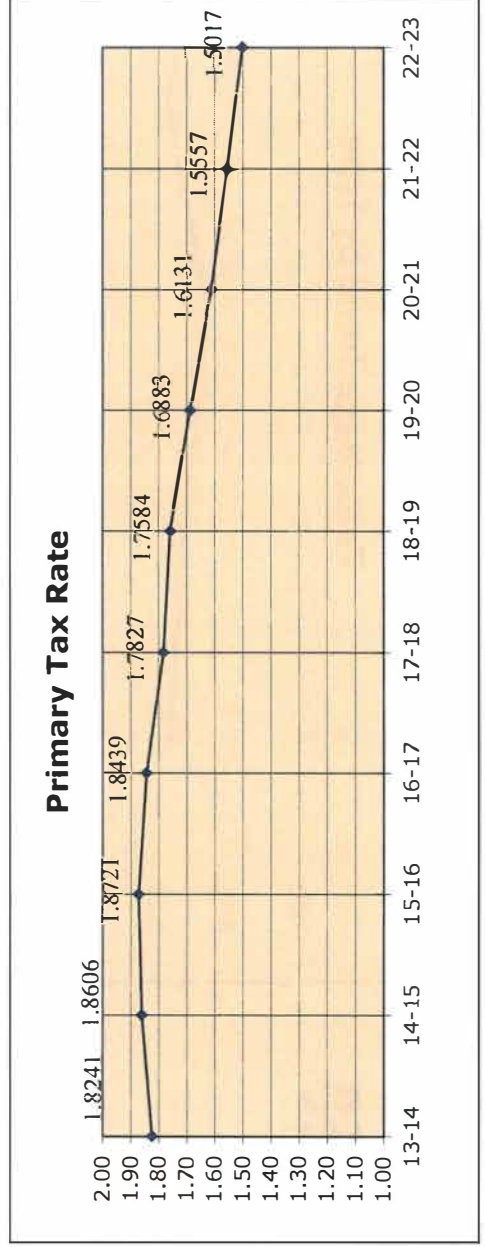
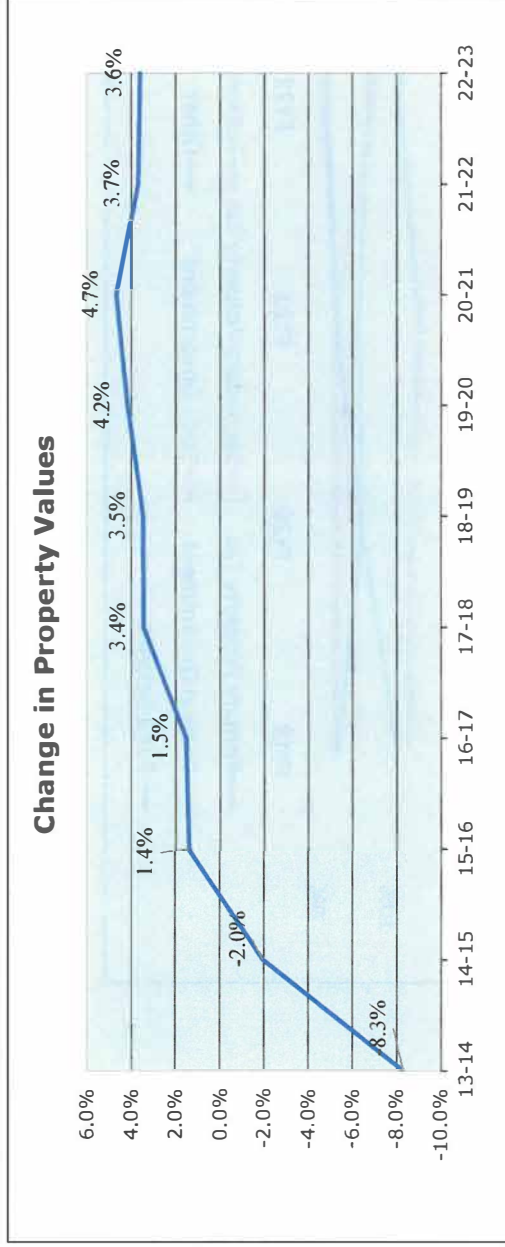


	FY19	FY20	FY21	FY22	FY23	5 Yr %
Primary Property Tax	\$ 45,514,700	\$ 46,497,900	\$ 47,516,000	\$ 47,924,100	\$ 49,860,000	10%
Secondary Property Tax	4,888,600	4,188,600	2,233,700	405,500	-	-100%
Tuition & Fees	11,355,000	11,341,000	11,647,000	10,574,000	11,860,000	4%
Federal Government	11,122,000	11,150,000	12,435,000	19,520,000	11,054,000	-1%
State Government	2,218,100	2,305,000	1,957,800	6,987,800	7,164,900	223%
Other	9,849,900	5,506,300	4,722,100	6,417,500	6,478,800	-34%
Fund Balance	2,542,700	5,424,800	2,178,400	1,107,800	1,425,500	-44%
	87,491,000	86,413,600	82,690,000	92,936,700	87,843,200	0%

Primary Property Taxes: As a political subdivision of the state, the Yavapai College DGB has the ability to levy property taxes pursuant to ARS 42-17.

In most states, Property Taxes are generally calculated as follows:
 Assessed Value * Property Tax Rate = Property Tax Levy

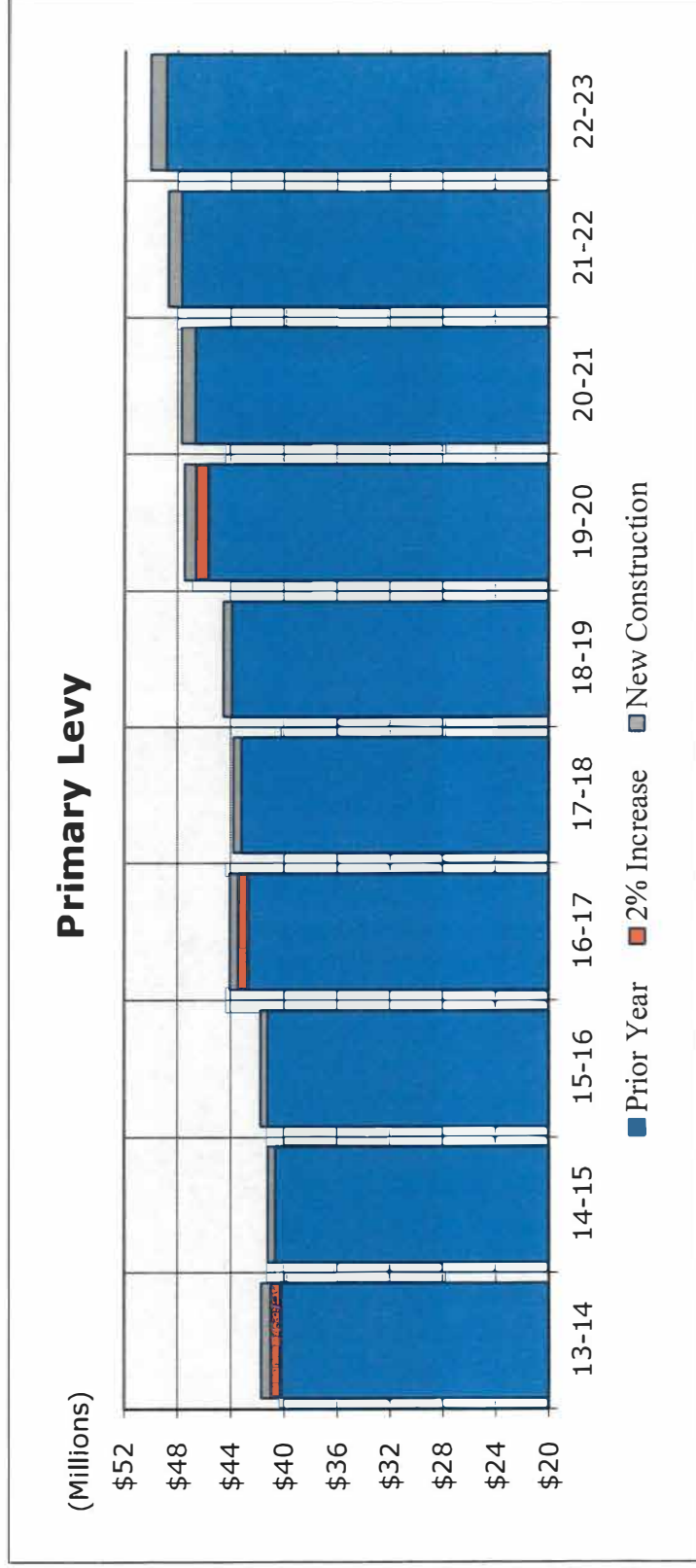
In these states, as the Assessed Value of properties increase, so does the Levy. Conversely, as Assessed Values decline, so does the Levy. However, AZ is different. In AZ, the Levy remains constant, so as Assessed Values increase, the Property Tax Rate declines to keep the Levy constant. Likewise when Assessed Values decrease, the Property Tax Rate increases to keep the Levy constant. The following graphs demonstrate the inverse relationship between Assessed Value and Property Tax Rates in AZ:



There are two ways that the Levy can increase. The first has to do with new construction. The College applies the existing Property Tax Rate to new homes and businesses that come to Yavapai County. This expands the College's financial capacity to support these new potential clients.

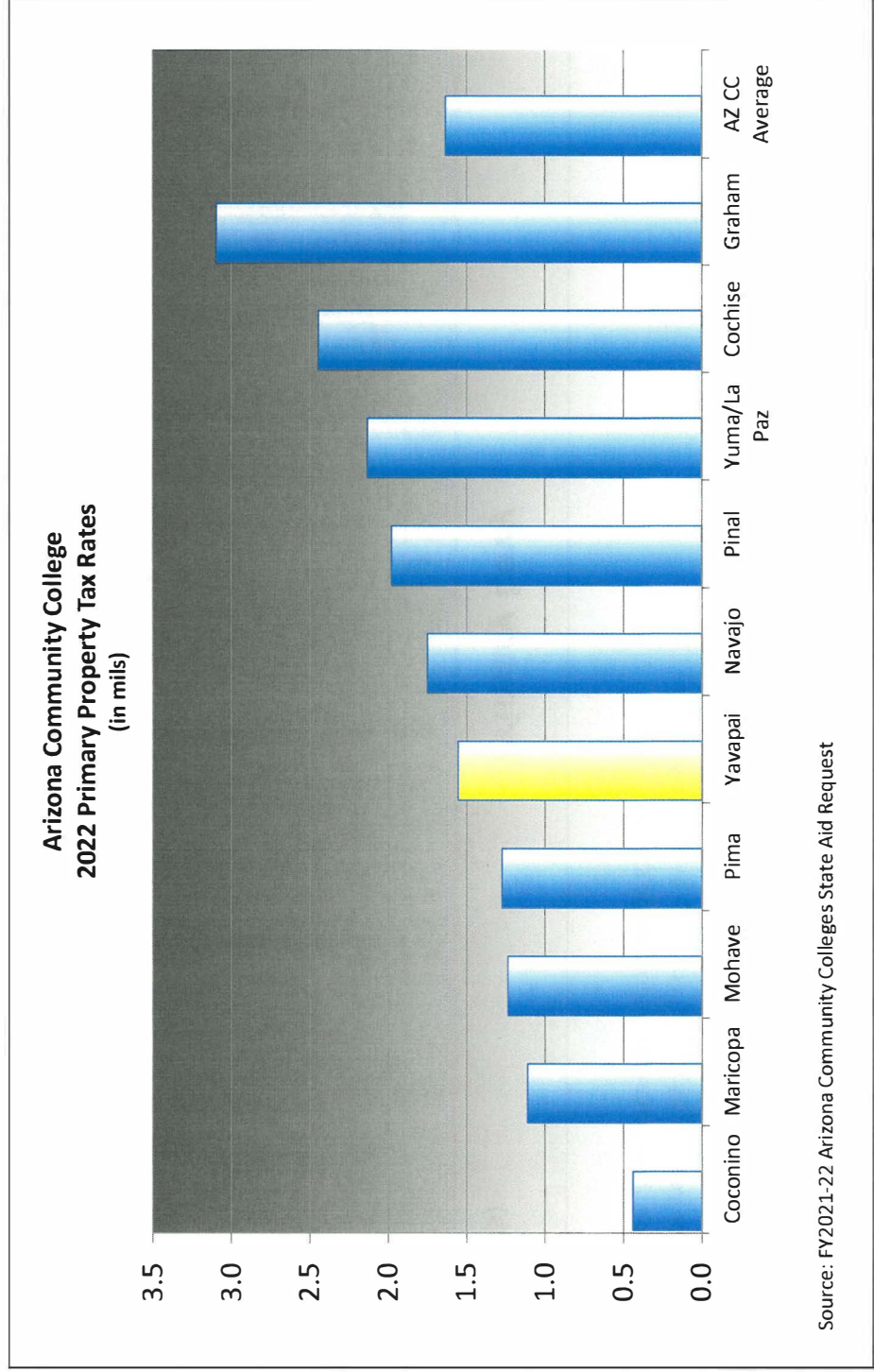
The second way to increase the Property Tax Levy is through the Board, which has the statutorily granted ability to raise the Levy by 2% per year. The effect is cumulative: for example, if a district forgoes a 2% increase in the Levy one year, it may raise the Levy 4% in a future year. The following graph shows changes in the College's Levy:

Over the past 5 years, the District Governing Board has approved a 2% increase to the levy (roughly \$800k); the remaining increase in primary property tax revenues came from new construction in Yavapai County. **Yavapai College is not requesting a Property Tax Levy increase for FY2022-23; however, Property Tax revenues will increase \$1.9M due to New Construction over the past 2 years.**



As this graph demonstrates, YC's Property Tax Rate is near the average of community colleges throughout AZ. Moreover, according to the [non-partisan taxfoundation.org](https://www.non-partisan-taxfoundation.org), AZ has some of the lowest property tax rates in the country, with the 12th lowest residential rate and the 11th lowest business rate.

Secondary Property Taxes: These were temporary additional taxes to pay for General Obligation (GO) Bonds that voters approved in 1999 to make a variety of capital improvements throughout the district. The secondary levy ended in FY22 when the GO Bonds were fully repaid.



The College uses Primary Property Taxes to support General Fund and Plant Fund activities.

Tuition & Fees: To be more transparent, Yavapai College has moved away from general fees charged to all students. The College has also discontinued course and program fees (except Aviation). Instead, the College has created 3 differentiated tuition rates. Our base tuition (Tier 1) covers general education courses, which are the majority of the courses we offer. In lieu of course fees, we charge \$15 more per credit for classes with smaller class caps and/or that require lab spaces (Tier 2). We charge \$27 above base tuition per credit for Career Technical Education classes which typically have small classes, lab space, and state of the art equipment (Tier 3).

- There are a handful of programs that charge more than Tier 3. These programs charge Market-Based tuition: Aviation, Commercial Driver Training, Fire Science, Gunsmithing, Nursing, and Radiology.
- To remain affordable and accessible, YC tuition is purposefully below the national average tuition rate for community colleges, as the median income in Yavapai County is below the national average.
- In addition, the College offers several discounts to support our

Strategic Direction including

- 20% Full-Time Student discount (15 to Finish initiative) as an incentive for more students to attend full-time—studies have shown that full-time students are more likely to complete their certificate or degree, and reap the associated increase in earnings.
- 50% Senior Citizen discount for people 65 and older who take credit classes.

- Western Undergraduate Exchange (WUE) discount, wherein residents of 15 western states only pay 150% of in-state tuition rates, rather than the list price out of state tuition rates (roughly 300% of in-state tuition rates).
- ~90% Dual Credit discount for high school students taking College classes taught by high school teacher
- 50% Concurrent Discount for High School students taking online College classes taught by College faculty
- YC has created a College Cost Comparison Tool to help residents see the true savings associated with attending YC versus one of the four-year AZ public universities



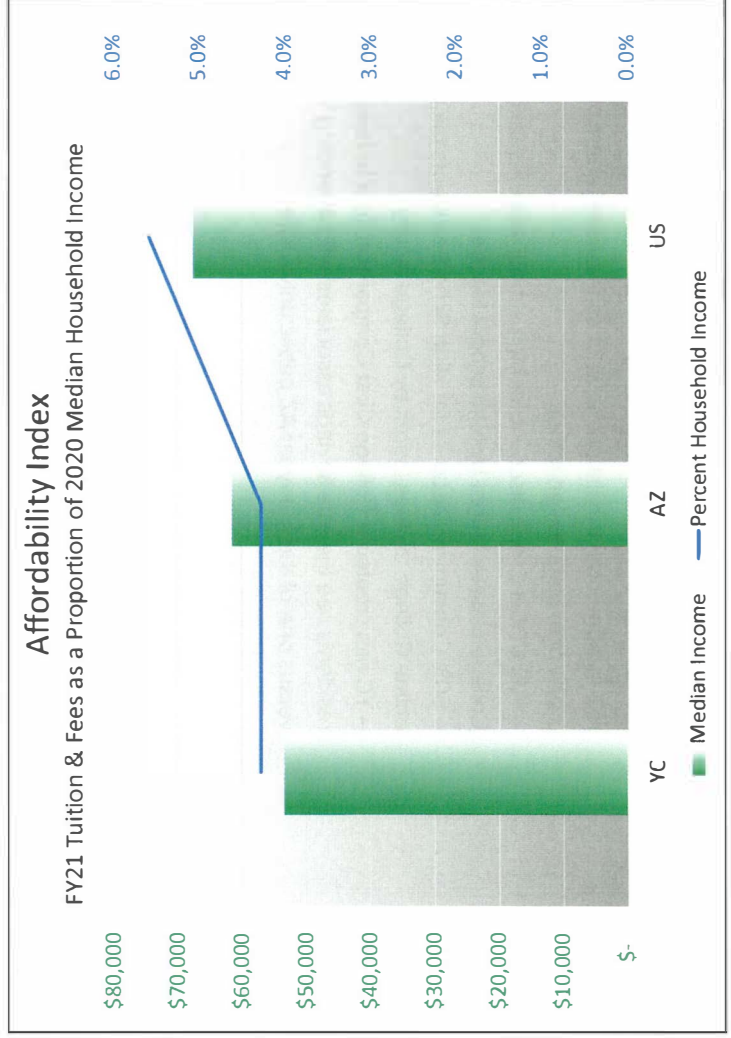
Weighted Annual Tuition and Fees - FY2021-22



This chart demonstrates that we have competitive pricing (what students pay us) compared to our AZ and National peers. We have the lowest tuition rate for full-time students (taking 15 credits per semester) in Arizona. And our part-time students still pay 25% less than the national community college average. We are especially competitive compared to the 4-year AZ public universities, saving students roughly \$10,000 per year in Tuition (not to mention Room & Board) for their Freshman and Sophomore years.

Source: FY2020-21 Arizona Community Colleges State Aid Request.
 Source: ABOR Tuition History & ABOR Annual Report

As mentioned above, the College purposefully sets pricing to remain affordable and accessible. We do this by making sure that our base tuition for part time students consumes the same (or smaller) portion of household income than at other community colleges across the nation (the Affordability Index). To compensate for Yavapai County income lagging national by 21%, YC offered tuition 25% lower than its national peers in FY2021-22 (40% lower for full-time students). Consequently, attending community college full time consumed 5.6% of the average household income nationally, but only 4.3% in Yavapai County. In October, the District Governing Board approved tuition increase of \$3/credit for Tier 1, \$4/credit for Tier 2, and \$5/credit for Tier 3 beginning in FY23.



Grants: These funds come with restrictions on how they may be spent. Generally speaking, these are grouped into Federal, State, and Private sources. **The majority of decline in restricted funds was the reduction in COVID-19 aid as the pandemic winds down.**

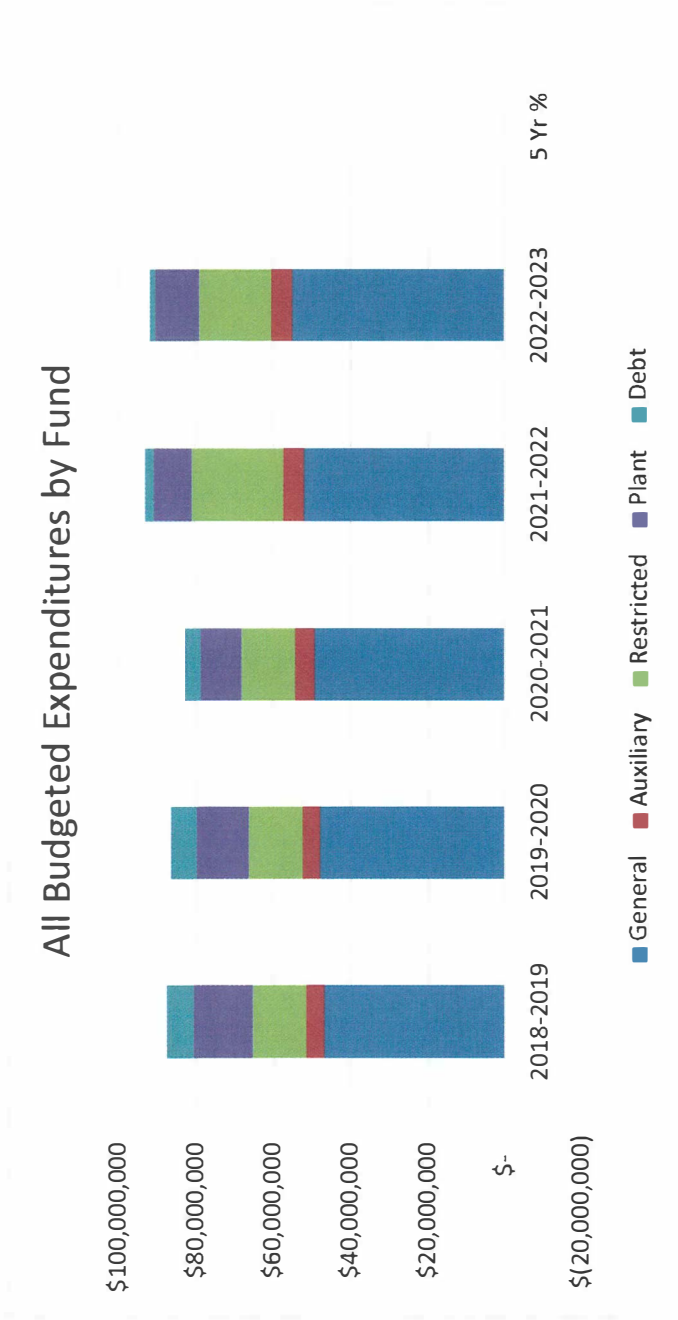
- Federal
 - TRIO: Outreach and support for 1st Generation students
 - Adult Education: Helping adults earn General Equivalency Degree
 - Financial Aid” Pell Grants and subsidized loans
 - Vocational Education: money to support Career & Technical programs
 - COVID-19 Aid: helping colleges continue to offer programs safely during COVID
 - Open Text Rural AZ: support conversion to free learning materials (OER)
 - Substance Abuse Prevention: Educate students on dangers of substance abuse
 - Technical Education
 - Small Business Administration: providing training and access to support
- State
 - Adult Education: matching funds for federal grant
 - Prop 301: Workforce Development funds
 - Prop 207: Workforce Development and STEM programs
 - STEM: Support programs for Science, Technology, Engineering, & Math
- Private
 - Osher: Support lifelong learning for 55+ adults
 - YC Foundation: Providing scholarships and program support
 - Freepport-McMoran: Support for programs related to natural resources

State Support: The state provides roughly \$23 per student credit hour of recurring unrestricted operational support. **In other words, only 2.4% of operating funds for this state institution come from the State of AZ.** Over the past 30 years, the State of Arizona has defunded community colleges, placing the primary financial burden on local communities through property taxes.

Instead, the State has begun providing restricted funds with strings attached. Including the restricted funds for Workforce Development, job training, CTE and STEM (see above), **the State provides 8% of the College’s total budget.** YC will use the new Prop 207 funds to expand REDC services to include non-credit Corporate Training, Career Services, Internships & Apprenticeships, and Business Incubation. The College plans to use the balance of these restricted funds to begin offering Baccalaureate degrees in FY24.

Other Sources: These revenues consist of a variety of things such as interest, facility rentals, payment plan fees, testing center fees, fitness and pool passes, federal indirect costs, and reimbursements from the YC foundation for staff salaries and benefits. This also includes Sales & Service revenues from the Auxiliary services areas such as Residence Halls, Dining Service, Book Store, etc.

DISCUSSION OF BUDGETED EXPENSES



All Budgeted Expenditures by Fund	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5 Yr %
General	\$ 46,918,900	\$ 47,927,700	\$ 49,234,600	\$ 52,034,800	\$ 55,003,500	17.2%
Auxiliary	4,752,000	4,636,000	5,089,000	5,368,200	5,435,800	14.4%
Restricted	13,844,200	13,889,000	13,831,000	23,618,500	18,448,100	33.3%
Plant	15,088,200	13,400,300	10,405,500	9,654,300	11,370,500	-24.6%
Debt	6,887,700	6,560,600	4,129,900	2,260,900	1,258,100	-81.7%
	\$ 87,491,000	\$ 86,413,600	\$ 82,690,000	\$ 92,936,700	\$ 91,516,000	4.6%

This balance of this section will discuss the trends in each fund, focusing on significant changes moving from this year's budget to next year's budget.

RESTRICTED FUND EXPENSES

- As mentioned in the revenues, the College receives these grants to be used for a specific purpose.
- This is the one area of expenses we would like to see increase as it brings more money into the Yavapai County community.
- Expenses go up or down as Grants are awarded in greater or fewer numbers to the College.
- \$6.8M of funds come through Federal Financial Aid grants such as PELL. These are pass-through funds that the College receives on behalf of lower income students, which the student uses to pay for tuition, books, and possibly more depending on the award. This number fluctuates with enrollments.
- Over the past couple of years, the college received large Federal grant awards to help students and the college recover from the pandemic. These Higher Education Emergency Relief Funds (HEERF) came in 3 phases: CARES, CRRSA, and ARP – roughly half of which needed to be given directly to students and the other half was to help the college deal with COVID-related expenses and revenue losses. Most of this money has been spent, with the remainder budgeted to be used in FY23. The Restricted budget is much smaller in FY23 as the HEERF comes to a close.
- Beginning in FY21, the College began receiving Prop 207 revenues, which are required to be used for Workforce, CTE and STEM programs. In FY22, we expanded the REDC budget to perform additional services using these Prop 207 revenues. Beginning with the FY23 Budget, the entire REDC will be funded through Prop 207.

DEBT FUND EXPENSES

The District's debt consists of various issues of general obligation (GO) bonds and revenue bonds from direct placements that are generally callable with interest payable semiannually. Debt proceeds pay primarily for acquiring or constructing capital facilities, remodeling existing facilities, furnishing buildings and facilities and purchasing land adjacent to existing facilities. The District repays general obligation bonds from voter-approved property taxes. Revenue bonds are repaid from tuition, fees, rentals, and other charges to students, faculty, and others.

- In 1999, Yavapai County voters approved the College issuing \$69.5M of GO Bonds
 - The intent was to complete a variety of capital additions and renovations throughout the district—all of which have been completed
 - The GO Bonds were fully paid at the end of FY22
- The College issued revenue bonds for two major projects
 - Renovation of two Residence Halls on Prescott Campus. The enhancements allowed YC to raise rent to market rates. The halls now generate enough cash flow to be financially self-sustaining, including the annual debt payment.
 - The creation of a Central Plant on the Verde Valley Campus and a Chiller Plant on the Prescott campus.
 - The revenue bonds will be fully paid at the end of FY28.

	2021/22
Secondary Assessed Value	\$ 3,333,228,464
Legal Debt Margin	
Debt limit - 15% of secondary assessed value	499,984,270

DEBT SERVICE SCHEDULE

Year Ending June 30,	General Obligation Bonds		Revenue Bonds from direct placements	
	Principal	Interest	Principal	Interest
2022	\$ 470,000	\$18,800	\$ 1,670,000	\$ 98,613
2023	-	-	1,175,000	81,638
2024	-	-	1,190,000	66,463
2025	-	-	1,205,000	48,580
2026 - 2028	-	-	1,155,000	57,085
Total	<u>\$ 470,000</u>	<u>\$18,800</u>	<u>\$ 6,395,000</u>	<u>\$ 352,379</u>

DEBT LIMIT SCHEDULE

	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Secondary Assessed Value	2,957,724,707	2,765,677,073	2,598,537,841	2,463,150,036	2,344,409,942	2,279,183,448	\$ 2,553,473,159	\$ 2,279,676,521	\$ 2,414,825,073	\$ 2,753,690,772
Legal Debt Margin										
Debt limit - 15% of secondary assessed value	443,658,706	414,851,561	508,070,699	463,292,759	432,296,793	409,121,073	383,020,974	341,951,478	362,223,761	413,053,616
Amount of debt applicable to debt limit:										
General obligation bonded debt	(470,000)	(2,670,000)	(7,150,000)	(15,715,000)	(20,110,000)	(24,405,000)	(28,600,000)	(32,670,000)	(36,610,000)	(40,470,000)
Legal debt margin	\$ 443,188,706	\$ 412,181,561	\$ 500,920,699	\$ 447,577,759	\$ 412,186,793	\$ 384,716,073	\$ 354,420,974	\$ 309,281,478	\$ 325,613,761	\$ 372,583,616
Total general obligation bonded debt as a percentage of legal debt limit	0.11%	0.64%	1.41%	3.39%	4.65%	5.97%	7.47%	9.55%	10.11%	9.80%

Debt Ratings: The District's general obligation (GO) bond debt is rated Aa2 by Moody's Investors Service and is rated AA- by Standard & Poors. These high quality ratings have been in place for many years and are the result of the District's diverse property tax base, history of operating surpluses and strong operating performance, conservative expense management and a low debt burden.

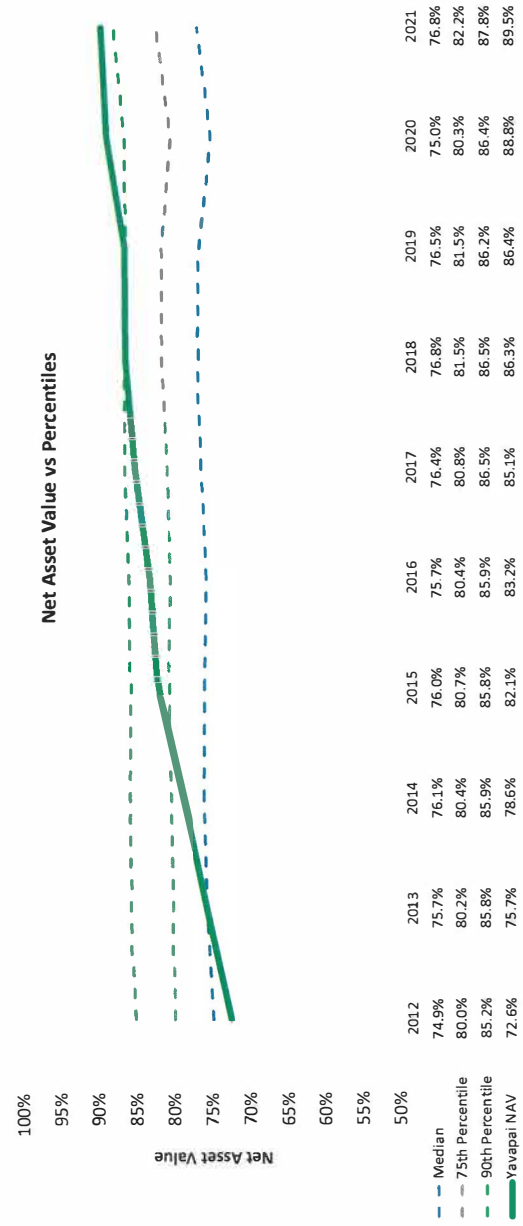
PLANT FUND EXPENSES

There are several capital budgets monitored in this fund

- Planned Maintenance
 - The College practices the philosophy that well-maintained assets lead to the lowest Total Cost of Ownership. Planned Maintenance projects address deferred maintenance issues to extend the useful life of the assets.
 - The College operates roughly 800,000 square feet of space in Chino Valley, Clarkdale, Prescott, Prescott Valley, and Sedona. In YC's FY2020-21 financial statements, the College had \$156M of net depreciable assets (buildings and site improvements).

- Using standard depreciation assumptions of 40 years for buildings and 15 years for site improvements, the College should be reinvesting in excess of \$4M per year in maintenance activities.
- The College has worked with a consultant specializing in higher education facilities maintenance (Sightlines) to establish a process to assess the condition of various building systems (Electrical, Exterior Shell, Grounds, HVAC, Interior Shell, Mechanical, Plumbing, & Safety) throughout the district, then to prioritize strategic capital reinvestments to address our deferred maintenance via planned maintenance, rather than system failures.
- Based on these analyses, the DGB has approved an average annual reinvestment of \$3.9M in our assets.
- The strategy is working. Over the past decade, YC has improved its Net Asset Value (NAV) Score ([Total Replacement Value-Total 10 Year Asset Reinvestment Need]/ Total Replacement Value) to Best-in-Class levels.

Yavapai NAV versus Database Percentiles



- Unplanned Maintenance
 - Despite the best planning, systems fail unexpectedly. This budget is to address those issues. This budget is relatively flat.
- Equipment
 - The College reinvests in classroom and operational equipment each year to ensure that students train on the equipment they will find in the workplace, and that YC employees may be efficient. This budget is relatively flat..
- Furniture
 - The College systematically updates classroom and office furniture throughout the district, replacing a small portion each year. This budget is relatively flat..
- Capital Improvement Projects
 - This budget addresses the renovations and additions that are needed to meet the changing needs of our students and our community.
 - In recent years, this budget has been primarily informed by the FY14 Campus Master Plan (CMP). In FY22, we have been working with SmithGroup to update the CMP as the environment in which we operate is quite different than when the previous plan was created.
 - ◆ More students access YC classes via Online or Dual Credit in the high schools
 - ◆ More demand for CTE coursework-- but focusing on the digital economy, not the trades
 - ◆ Demographic shift toward retirees represents all of county growth
 - This budget is quite variable, changing from year to year based on which projects are being addressed.

- Finalizing CMP in June, but priorities include:
 - ◆ Converting Libraries at both campuses into Digital Learning Commons with more opportunities for collaboration and integrated support
 - ◆ More space for Wraparound support services at both campuses to help students deal with non-academic issues such as food & housing insecurity, physical & mental health issues, childcare, etc.
 - ◆ Allocate space to support Early College Academies on both campuses, such that some high school students can attend YC full time, completing their HS diploma and Associates at the same time.
 - ◆ Build Health Science Center in PV, upgrading simulation labs to match East County, and expanding Allied Health programs to support our demographic shift
 - ◆ Build additional CTE space for Brewing and Distillation at VVC
 - ◆ Pave track at Chino Valley Center to facilitate growth in Commercial Driving



AUXILIARY FUND EXPENSES

The Auxiliary Fund tracks a variety of College enterprises that charge a fee for their non-core service. Exhibit 6 in the Budget section presents the traditional Expense by Function, while Exhibit 7 presents the anticipated Profit or Subsidy for each enterprise. It is worth noting that Table 7 excludes overhead allocations, to allow for a more meaningful evaluation of variable revenues and variable expenses. The following is a description of each enterprise in FY23:

Bookstore: The College contracts with Follett to operate its Bookstore which works with faculty to stock the right books and school supplies to support learning, as well as merchandise to promote campus life such as branded clothing. This enterprise makes a profit, but is under pressure as more courses move to free course materials.

Community Events: In 1992, the voters of Yavapai County asked YC to build a 1000+ seat Performing Arts Center. This state-of-the-art venue is unique in Yavapai County (and at most community colleges), allowing residents to enjoy a variety of programs ranging from movies and satellite events, to College produced concerts and shows, to local events like Prescott's Got Talent, regional shows like the Phoenix Symphony, and touring national artists.

Community Events primarily encompasses programming at the YCPAC, but in recent years at the community's request, has brought performing arts programs to the Verde Valley both on campus and in a variety of community venues.

The College subsidizes this operation, but the subsidy has been declining. YCPAC consulted with TRG Arts which specializes in helping performing arts venues to operate more efficiently. Following their recommendations, we have increased marketing expenses and staffing—yet as TRG projected, our increased revenues more than offset these incremental costs.

Residence Halls: The College operates 2 halls with approximately 220 beds on the Prescott campus. We enjoy a high fill rate with Resident Assistants, NARTA cadets, and student Athletes occupying more than 3/4 of the beds. The balance of the beds is filled primarily by traditional-aged (18-24) Yavapai County residents seeking on-campus living as part of their college experience. The Residence halls generate enough revenue to make their bond payment and to offset the Food Service subsidy.

Adventures: This Community Education program educates non-credit students while traveling internationally. The costs are highly dependent on the destination and the size of the group, so it can vary from year to year. (Likewise, associated revenues go up and down depending on the destination of the program.)

Family Enrichment Center (FEC): The College runs an accredited pre-school which serves as a hands-on learning lab for adult students in our Early Childhood Education program. In addition to teaching college students best practices in early childhood education, our goal is to demonstrate how to do this in a cost-effective manner. While currently subsidized, our goal is to move toward break-even over the next few years.

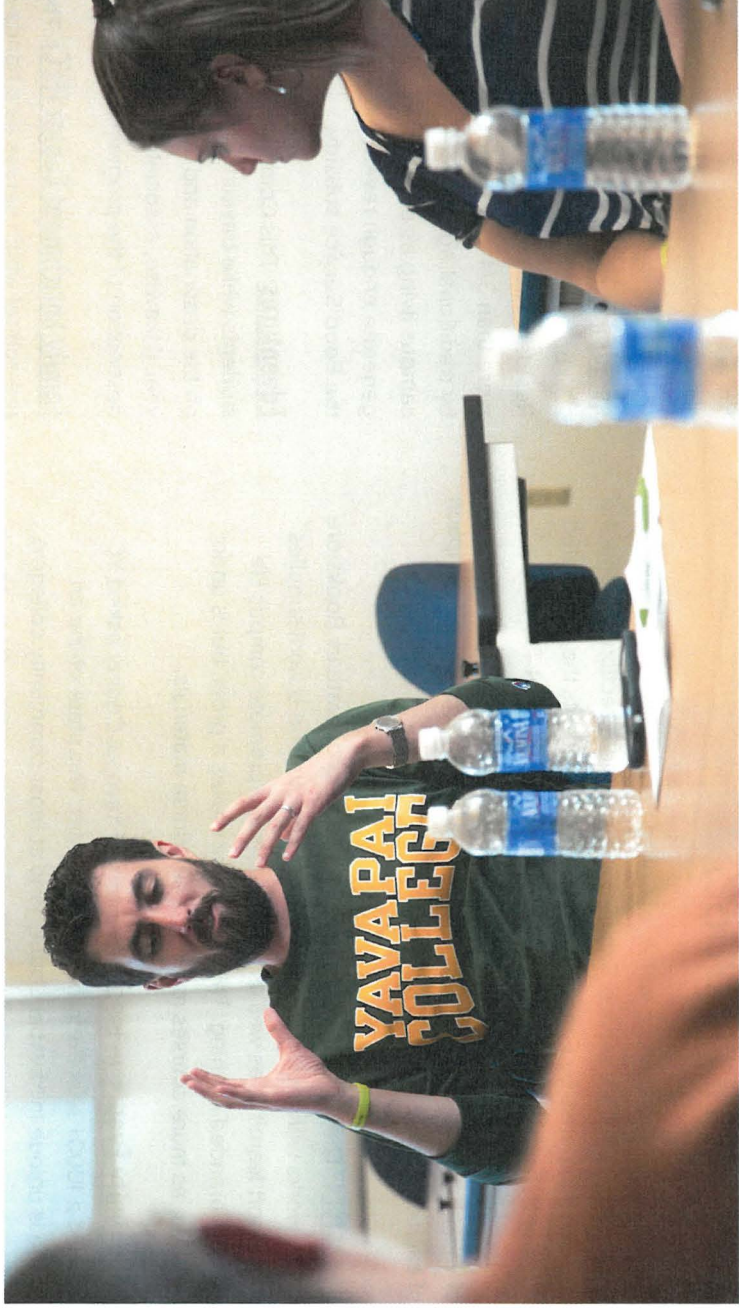
Food Service: The College contracts with HHS to operate the Rider Diner cafeteria and the Café in the library on the Prescott Campus. Beginning in FY22, the College in-sourced operations for the Sedona Center and Verde Valley Campus. The College contracts with Highline to manage vending throughout the district and a C-store at the Career Technical Education Center. Together, these ventures operate at a small subsidy.

Small Business Development Center (SBDC): This budget represents the mandatory matching institutional funds that must be provided in order to receive the grant.

Southwest Wine Center (SWC): The SWC encompasses the Viticulture & Enology academic program as well as a Tasting Room, where the public can purchase wines made by YC students. The academic program is accounted for within the Instruction function of the General Fund, and the Tasting Room—including vineyard expenses—is run as an Auxiliary. As more of our vineyard matures, we anticipate wine and grape sales will allow this department to break even.

Yavapai College Foundation (YCF): YCF uses a portion of several YC employees' work hours to raise funds and community awareness. YCF provides an offsetting amount of revenue to the College to compensate the College for the use of these employees' time and talents.

YC Performing Arts Productions: YC has a Performing Arts program which is accounted for in the Instruction Function of the General Fund. Classes for vocal and instrumental groups present concerts as part of their class and are accounted for in the General Fund. However, our practice is to treat plays and musical theater performances as an Auxiliary. To date, these have been subsidized as we climb the learning curve of this relatively new service.





GENERAL FUND EXPENSES

General Fund
Expense Budget by Program



General Fund Expense Budget by Program	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5 Yr %
Instruction	\$ 18,476,900	\$ 18,749,600	\$ 19,327,900	\$ 20,306,400	\$ 20,790,100	12.5%
Academic Support	4,743,000	4,483,100	4,432,200	4,740,800	4,982,100	5.0%
Institutional Support	9,683,000	10,093,500	10,487,100	10,482,900	11,358,000	17.3%
Student Services	5,828,000	6,182,900	6,479,600	6,943,700	9,070,500	55.6%
Facilities	6,552,000	6,580,700	6,467,100	6,542,400	6,837,000	4.3%
Scholarships	880,000	940,500	1,121,900	1,013,200	1,423,300	61.7%
Public Service	186,000	327,400	348,800	1,475,400	12,500	-93.3%
Contingency	570,000	570,000	570,000	530,000	530,000	-7.0%

This chart and table present the College's budget by Program. All U.S. colleges and universities use these same categories to report to the federal Department of Education, and these Programs are defined in the Glossary section of this report.

General Fund expenses increased \$8.1M during this timeframe. The vast majority of the change can be explained through examining Salaries and Benefits:

- Annual raises remain market-competitive and keep up with the increasing Cost of Living in Yavapai County
- Market Adjustments, Career Ladders and Promotions
- Increases in Benefits: This includes required Fringes (Social Security, Federal and State Unemployment, Medicare and Workers Comp) as well as Medical, Retirement, Life Insurance and Tuition Waivers
- We complied with state increases in minimum wages and federal regulations expanding access to healthcare benefits
- We budgeted more positions in General and Auxiliary Funds in FY23 than in FY19 to expand programs and services, much of which is explained on the next page.





EFFICIENCY BENCHMARK

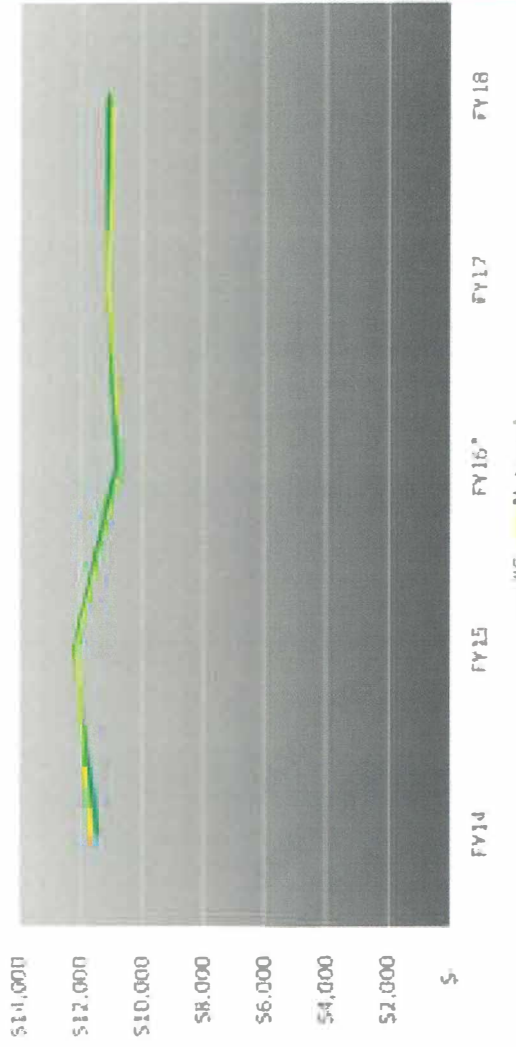
Though every community college has a similar Mission, every school has a unique combination of Teaching, Research, and Public Service programs designed to meet the unique needs of the community it serves, often leading to different costs. For example, YC has a very large service district which led it to invest in more physical assets from which to deliver services to its stakeholders. These facilities need to be staffed, heated, cooled, and maintained, which leads to a higher cost structure than many urban schools with denser populations and fewer campuses.

YC also has a high proportion of Career Technical Education programs, which cost significantly more than their General Education counterparts. Given the unique demographics of Yavapai County, YC offers considerable non-credit community education which increases costs, but not FTSE. These programs support a variety of age groups from preschoolers in our Family Enrichment Center (YC operates a lab pre-school to demonstrate best practices in Early Childhood Education) to retirees in our Osher Lifelong Learning Institute.

YC fields intercollegiate athletics teams and offers on-campus housing opportunities. Only half of community colleges participate in Athletics and only a fourth have Residence Halls. Finally, YC has a strong tradition of offering Community Events programs, both producing shows and sponsoring nationally touring artists to perform in Yavapai County.

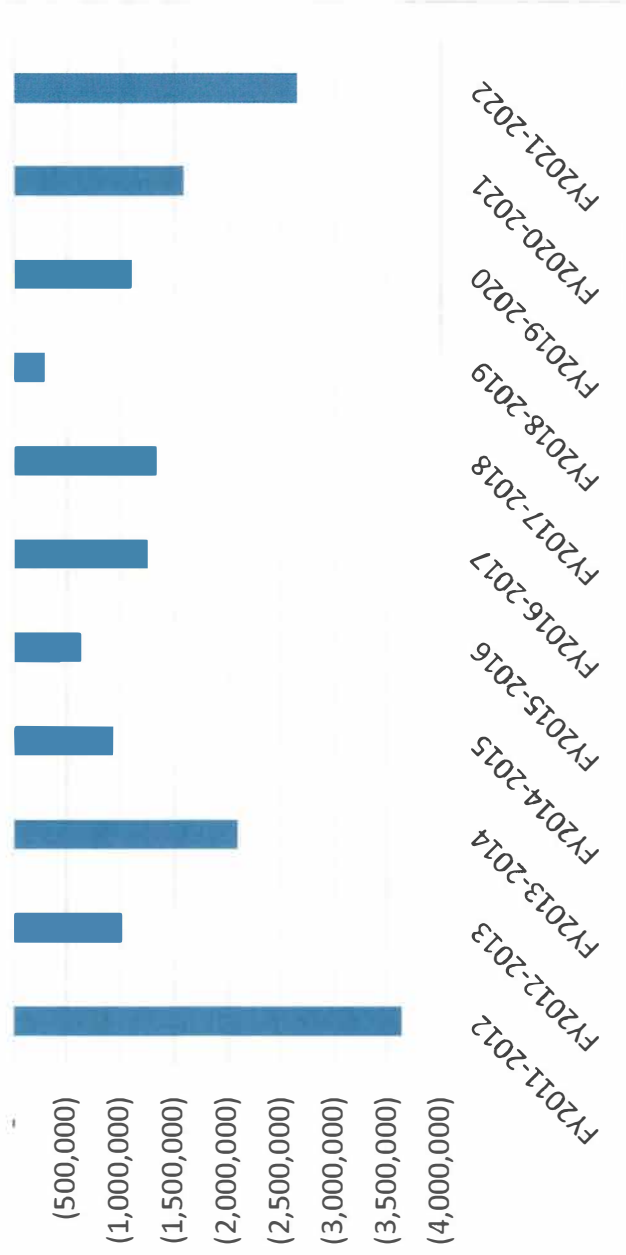
All of these unique programs add costs, but also add to the value YC provides the students and the communities it serves.

Cost per Full Time Student Equivalent
YC vs. National Community Colleges
(I, A5, S5, IS, F, A, PS)
(not inflation adjusted)



YC is required to provide services at “a cost the Board believes is justifiable.” The College uses Program cost information from IPEDS to benchmark. YC is able to offer all of these unique programs and services, in addition to quality classes, at a comparable cost per student to that of our national community college peers. This graph presents the most recently available national benchmark data based on Actual Cost.

YC Reallocations



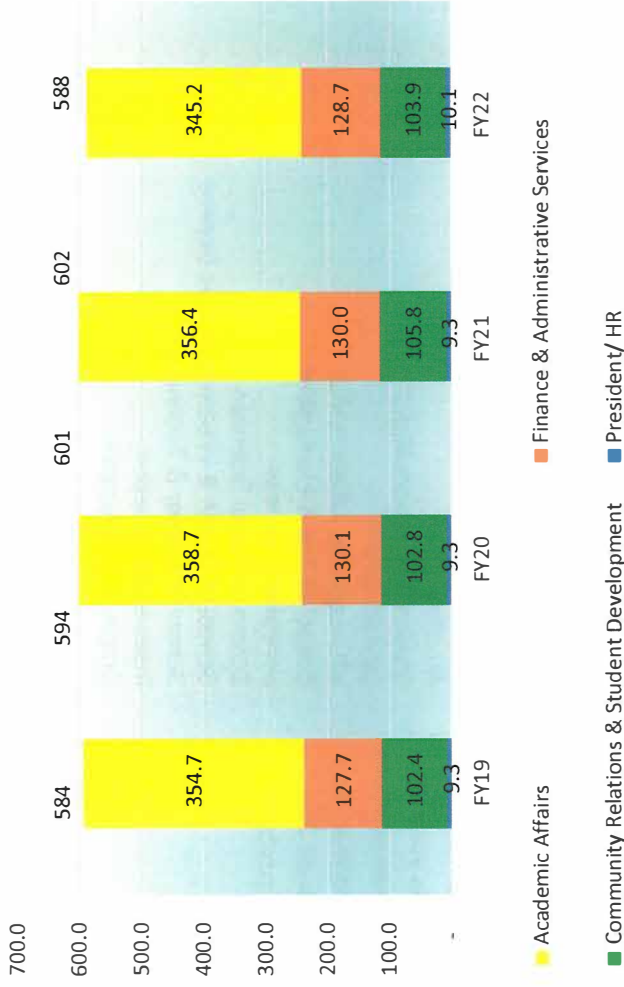
YC is able to control costs, in part, through an annual reallocation process. Each year, Deans and Directors are challenged to look for cost savings opportunities within their areas of responsibility. On average, they are able to reallocate 3% of the College's existing unrestricted Current Funds budgets to support emerging priorities. This is achieved primarily by improving processes and eliminating vacant positions. **As part of the Budget Process, the College was able to reallocate \$2.6M (5.1%) in support of the FY22 Budget.**

LABOR COSTS AND SALARY RECOMMENDATIONS

	2019	2020	2021	2022	2023	Net change 11 TO 21
General and Auxiliary Funds						
	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>Net Change FY22 to FY23</u>
President	2.4	2.4	2.4	2.3	1.9	(0.4)
DGB	0.6	0.6	0.6	0.7	1.1	0.4
Human Resources	6.3	6.3	6.3	7.1	8.1	1.0
VPFAS	2.0	2.0	2.0	2.0	2.0	-
Business Office	20.6	20.4	20.3	20.3	21.3	1.0
Campus Safety	10.6	10.7	10.6	11.0	11.0	(0.0)
Facilities	57.0	59.1	59.0	59.0	59.0	0.0
ITS	32.1	32.5	32.8	31.1	34.1	3.0
Institutional Research & Grants	5.4	5.4	5.4	5.4	5.5	0.2
VP CRSD	2.0	2.0	2.0	2.0	2.0	-
Community Relations (Market, REDC, YCF)	17.4	16.9	17.9	17.1	12.5	(4.6)
Athletics	11.9	11.6	14.4	16.0	22.0	6.0
Student Enrollment Mgmt	31.2	32.7	36.3	35.3	46.3	11.0
Student Affairs	39.8	39.6	35.2	33.4	43.2	9.8
VP Academic Affairs (VVC)	9.7	10.2	15.8	14.6	13.6	(1.0)
School of Arts & Humanities	72.7	73.0	71.8	69.6	69.6	(0.0)
School of Business	26.4	27.0	27.7	25.9	25.4	(0.5)
School of Social Sciences	36.2	37.2	35.5	34.9	34.9	-
School of Health & Wellness, Public Service	103.2	105.5	100.4	94.1	96.1	2.1
School of Career & Technical	59.0	57.3	58.4	60.9	62.9	2.0
Instructional Support	41.3	40.6	40.3	39.4	39.9	0.4
Community Education	6.2	7.9	6.5	5.6	5.1	(0.5)
	594.2	600.8	601.5	587.8	617.7	29.9

The following table is a visual representation of the change in positions at Yavapai College by Division and Major Business Unit. As you can see, there are more positions budgeted for next year, to support the Strategic Plan. Altogether, 29.9 positions were added:

Full Time Equivalent Employees by Division



*Actual number of positions as of 11/1

FUNDING THE STRATEGIC PLAN

The following describes projects in each Program that were either funded in FY22 or planned for the FY23 Budget to support the Strategic Plan Goals of Belonging, Living Wage, Adult Learners, or Delivery:

Instruction

- Expand OER (Open Educational Resources) to 40% of students, saving students money and allowing them to be successful in their courses (Delivery)

- Expand various CTE budgets to expand access to coursework that prepares students to enter the workforce with living wage jobs (Living Wage)
- Increase personnel to support the development of our first two Baccalaureate degrees in Nursing and Business. (Living Wage)
- Expand non-credit Culinary offerings to create destination Community Education programming that is financially self-sustaining (Adult Learners)

Student Services

- Athletics:** Basketball is officially returning to YC in FY23. The program is primarily funded with a generous 3-year donation. The budget includes money for 4 coaches, operating supplies and services. Athletics has also added a full-time E-sports coach and a Communications Coordinator (Belonging)

- Wraparound Support Services:** Students need help with a variety of non-academic, life issues including childcare, housing, food, physical & mental health. The budget includes a Counselor position to connect YC students to needed community resources. (Belonging, Adult Learners)

- 1st Generation:** The budget includes a Coordinator to lead outreach, engagement, and support efforts with this targeted demographic. (Belonging, Adult Learners)

- Advisor Caseloads:** The Budget includes an increase of 16 advisors to lower advisor caseloads to the national average of 300 students. Fewer students allow advisors to engage with students more times per semester—and in more meaningful ways. This has proven to increase retention and completion at other schools. (Belonging)

Instructional Support

- We have added 3 ITS positions (Cyber-security, Programmer, Systems Analyst) to strengthen our ability to utilize technology in ways that enhance the student experience and allow employees to remain productive. (Belonging, Delivery)
- We have added 2 HR positions (Support Specialist & HR Business Partner) to help us safeguard our greatest asset: our people. (Belonging)

Facilities

- We added a Groundskeeper as we cultivate more of our existing property. (Belonging)

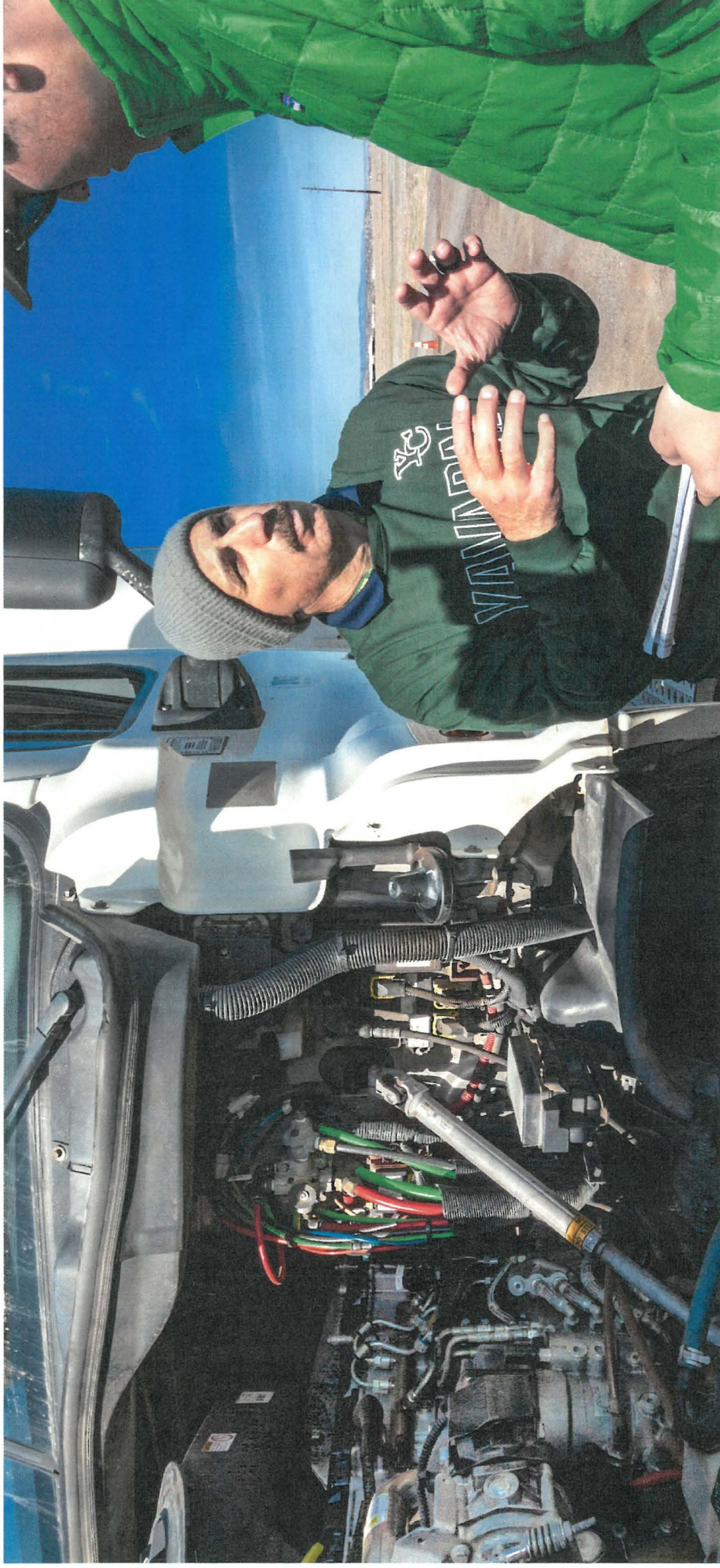
Scholarships

- The FY23 Budget includes \$192k of Basketball scholarships and \$195k new Promise Scholarships as we seek to expand that program to adults. (Belonging, Adult Learners)

Public Service

- We expanded REDC by 8 positions in FY22 which we funded with Prop 207 revenues, which must be used to support workforce training. Services include on-demand Workforce Training, economic analysis, and grant-writing. In FY23, all of the REDC expenses will be funded with Prop 207.





Because Labor is such a large financial component of the College's budget, it is in the College's best interest to ensure salaries are market-competitive. If YC pays too much, it is incurring unnecessary costs; conversely, if YC pays too little it will incur turnover costs or the costs of hiring less-qualified, less-productive people.

To address this, the College has adopted a three-year review cycle. Each year, the Human Resources staff reviews roughly 1/3 of the positions, using a Job Analysis Questionnaire (JAQ) in which individual

employees update their duties and responsibilities. After the JAQ is approved by the employee's supervisor, the HR compensation analyst benchmarks the position against the appropriate market data to ensure it is placed in the appropriate YC compensation grade. Market data includes salary.com, Compdata, and CUPA. HR then analyzes whether individual employees are progressing appropriately within their respective grades, given their relevant education and experience,

Because Labor is such a large financial component of the College's budget, it is in the College's best interest to ensure salaries are market-competitive. If YC pays too much, it is incurring unnecessary costs; conversely, if YC pays too little it will incur turnover costs or the costs of hiring less-qualified, less-productive people.

To address this, the College has adopted a three-year review cycle. Each year, the Human Resources staff reviews roughly 1/3 of the positions, using a Job Analysis Questionnaire (JAQ) in which individual employees update their duties and responsibilities. After the JAQ is approved by the employee's supervisor, the HR compensation analyst benchmarks the position against the appropriate market data to ensure it is placed in the appropriate YC compensation grade. Market data includes salary.com, Compdata, and CUPA. HR then analyzes whether individual employees are progressing appropriately within their respective grades, given their relevant education and experience, so as to ensure both internal and external equity.

Based on these analyses, HR will adjust some of these employees' salaries, helping them remain in alignment with the market.

In addition to the position market analyses, the College researches and evaluates benchmark data in order to make annual compensation recommendations to the Board. The College uses a variety of sources including Mercer, Korn-Ferry, and Tower-Watson to forecast salary changes in the market. This year, experts forecast a national average raise of 4%. Of course, some industries and geographies will be higher and some will be lower.

Inflation in United States
CPI-U



In addition, the College monitors a variety of federal datasets to inform salary increase recommendations. One of the federal primary estimates of inflation is the Consumer Price Index for Urban Consumers, or CPI-U, which is published by the Bureau of Labor Statistics (BLS). As you can see from the following graph, inflation had been relatively low averaging 1.7% since the Great Recession. However, there has been a dramatic spike in inflation in the last quarter of 2021, due to a variety of factors including supply chain issues stemming from pent up demand due to the pandemic, and a workforce shortage as many people retired or cut back hours.

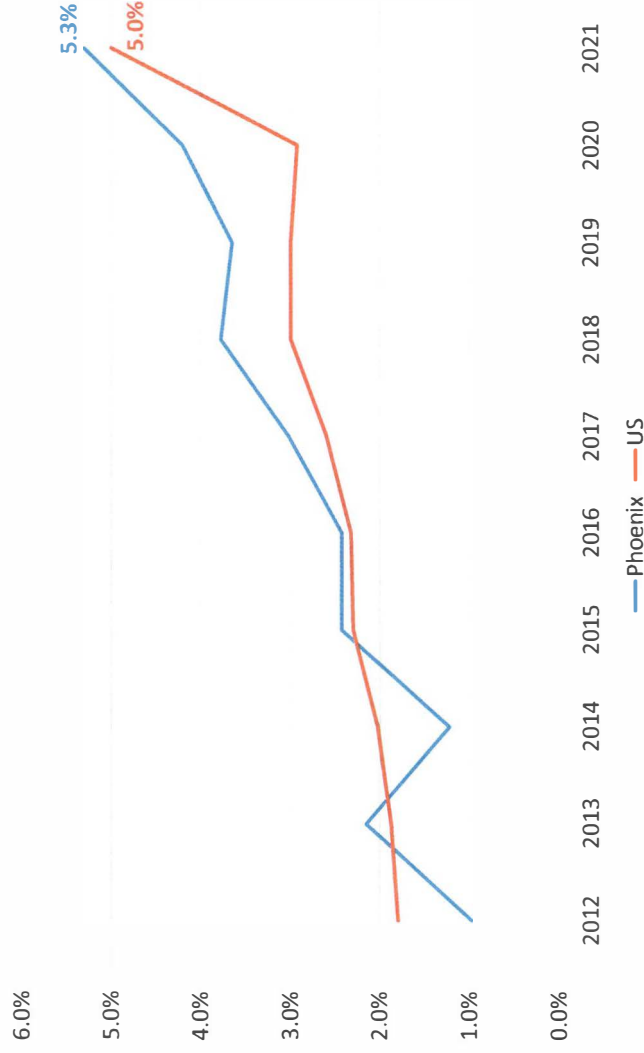
YC also monitors the Employment Cost Index (ECI) which is also from BLS. ECI is a Principal Federal Economic Indicator that tracks changes in the costs of labor including wages and employer-provided benefits. This is used by many economists as an approximation for salary increases and is used by some businesses to help them remain competitive in the labor market.

Based on this information, the FY23 budget includes a 5.15% compensation package to help YC remain market-competitive. This amount is above the aforementioned salary increase forecasted for the

coming year, but below how much salaries have increased this past year per ECI. The compensation package includes

- 3.75% raise for all eligible employees
- 1% to adjust salaries of below-market employees and fund off-cycle raises for employees who have achieved career ladders or earned promotions
- .45% 1-time performance bonus
- The budget also anticipates a 4% increase in Benefit costs.

Average Wage Increases
Employee Cost Index (ECI)



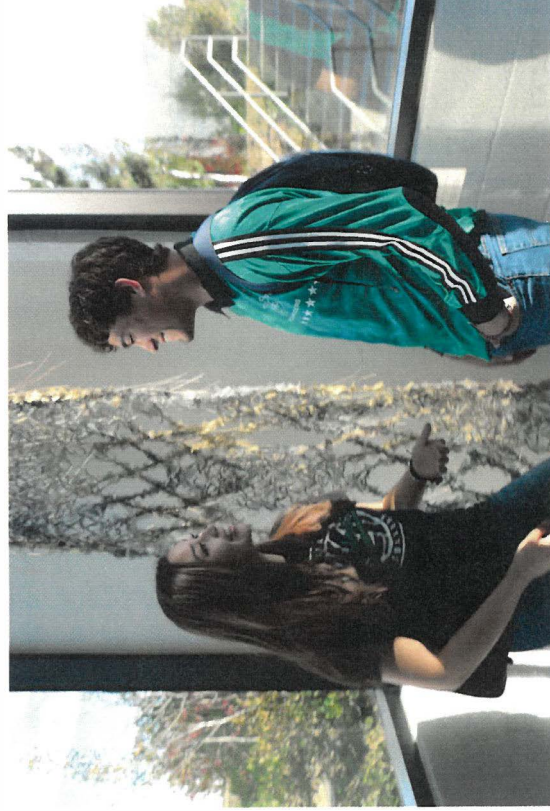
FINANCIAL PLANNING

FY 2023 Budget Strategy and Long-range Planning

The College's long-term financial planning includes financial forecasting for the general fund and plant fund to ensure that resources are aligned with strategic goals and support long-term sustainability. The five-year financial forecast for the general fund uses historical trends and current conditions to develop a set of reasonable assumptions to estimate revenues, expenditures and enrollment. Adjustments are made for one-time revenues and expenditures.

Long-term capital forecasting is developed from several sources including the 8 year Facilities Master Plan, the 5 year Capital improvement Plan (Exhibit 11), the 10 Year Net Asset Value assessment (Exhibit 10), and 5 year Equipment Replacement Plans (Exhibit 12).

Of particular importance is the Capital Improvement Plan which funds renovations of existing space or the construction of new space. College



management is keenly aware of the operating costs associated with creating new space which includes roughly \$71 foot for utilities and cleaning, an average of 3% of the purchase price for annual Planned Maintenance, as well as labor costs to operate the building.

The forecasts are used to demonstrate the College's ability to financially afford to perform its Mission and deploy its Strategic Plan. As the College develops Action Plans to achieve its Strategic Goals, the resources needed to accomplish these actions are incorporated into the annual budget and long-range plan.

In addition, as a college that relies on the property tax levy, county and local economic factors will influence the FY23 budget. Careful monitoring of economic conditions ensures the College can construct a realistic budget tailored to achieve its strategic goals and action plans.

As has been shared throughout this Budget document, the College has adopted a variety of financial planning best practices to limit risks including transparent monthly financial reports, annual benchmarking exercises, healthy contingencies and reserves, conservative budget assumptions, financial forecasting, etc.

GFOA best practices recommend financial forecasting to guide decision making regarding financial policies and programmatic decisions. Financial forecasts help institutions maintain fiscal discipline and safeguard the delivery of essential community services. In AZ, Expenditure Limit (EL) makes this an even more important exercise, as community colleges need to ensure not only that revenues exceed expenses, but also that there is EL capacity to spend the property tax revenues. The College's base 5 year financial forecast represents what we believe to be the most likely scenario:

FIVE-YEAR PROJECTIONS OF REVENUES AND EXPENDITURES

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Revenues					
Property Taxes - Primary	\$ 49,860,000	\$ 51,355,800	\$ 52,896,500	\$ 54,483,400	\$ 56,117,900
Property Taxes - Secondary	-	-	-	-	-
General Fund - Tuition and Fees	12,415,000	13,408,200	14,480,900	15,639,400	16,890,600
State Appropriations	2,754,900	2,810,000	2,866,200	2,923,500	2,982,000
Federal Grants and Contracts	11,060,000	11,281,200	11,506,800	11,736,900	11,971,600
State Grants and Contracts	410,000	414,100	418,200	422,400	426,600
State Workforce Development Funds	3,250,000	3,380,000	3,515,200	3,655,800	3,802,000
Investment Income	100,000	120,000	144,000	172,800	207,400
Sales and Services	3,945,900	4,044,500	4,145,600	4,249,200	4,355,400
Private Gifts, Grants and Contracts	2,246,700	2,291,600	2,337,400	2,384,100	2,431,800
Capital Projects Accumulation Account	3,856,300	7,338,900	2,515,400	2,462,150	1,598,700
Other (Fund Balance and Miscellaneous)	1,617,200	8,262,400	3,589,800	10,342,750	-
Total Revenues	\$ 91,516,000	\$ 104,706,700	\$ 98,416,000	\$ 108,472,400	\$ 100,784,000

Expenditures

General Fund	\$ 55,003,500	\$ 57,341,100	\$ 59,778,100	\$ 62,318,700	\$ 64,967,200
Auxiliary Fund	5,435,800	5,517,300	5,600,100	5,684,100	5,769,400
Restricted Fund	18,448,100	17,199,900	17,543,900	17,894,800	18,252,700
Plant Fund - Operations	1,110,900	1,133,100	1,155,800	1,178,900	1,202,500
Plant Fund - Building Maintenance Program	4,249,600	4,249,600	4,249,600	4,249,600	4,249,600
Plant Fund - Equipment Replacement Program	2,153,700	2,565,000	2,609,700	2,188,500	2,334,500
Plant Fund - Capital Improvement Plan	3,856,300	15,455,200	6,245,800	13,737,100	2,799,600
Plant Fund - Capital Accumulation Account (Savings)	-	-	-	-	-
Debt Service Fund	1,258,100	1,245,500	1,233,000	1,220,700	1,208,500
Total Expenditures	\$ 91,516,000	\$ 104,706,700	\$ 98,416,000	\$ 108,472,400	\$ 100,784,000
Favorable/(Unfavorable)	\$ -	\$ -	\$ -	\$ -	\$ -

Assumptions: Primary property tax levy - 1.0% levy increases on average plus an additional 2.0% increases from new construction. Tuition and fees - 3% enrollment growth and 5.0% price increases. General Fund expenditures - 4% for salaries and fringe, and 5% for commodities, contracted services, and utilities. Strategic initiatives will be funded by re-purposing existing budget.

The college is able to maintain financial sustainability with modest 3% enrollment growth and 5% tuition increases—a price which we believe will allow us to maintain our Affordability Index. Please not that this model assumes 2% growth in property taxes from new construction, and an average levy increase of 1% per year. These revenues are offset by 4% labor and 5% non-labor increases, which still require a relatively small amount of Fund Balance consumption to balance the budget.

However, the college has also developed a Best Case scenario which has more favorable assumptions, which lead to a small growth in Fund Balance.

**FIVE-YEAR PROJECTIONS OF REVENUES AND EXPENDITURES
BEST CASE SCENARIO**

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Revenues					
Property Taxes - Primary	\$ 49,860,000	\$ 51,355,800	\$ 52,896,500	\$ 54,483,400	\$ 56,117,900
Property Taxes - Secondary	-	-	-	-	-
General Fund - Tuition and Fees	12,415,000	13,656,500	15,022,200	16,524,400	18,176,800
State Appropriations	2,754,900	2,810,000	2,866,200	2,923,500	2,982,000
Federal Grants and Contracts	11,060,000	11,281,200	11,506,800	11,736,900	11,971,600
State Grants and Contracts	410,000	414,100	418,200	422,400	426,600
State Workforce Development Funds	3,250,000	3,380,000	3,515,200	3,655,800	3,802,000
Investment Income	100,000	120,000	144,000	172,800	207,400
Sales and Services	3,945,900	4,044,500	4,145,600	4,249,200	4,355,400
Private Gifts, Grants and Contracts	2,246,700	2,291,600	2,337,400	2,384,100	2,431,800
Capital Projects Accumulation Account	3,856,300	7,338,900	2,515,400	2,462,150	1,598,700
Other (Fund Balance and Miscellaneous)	1,617,200	8,262,400	3,589,800	10,342,750	-
Total Revenues	\$ 91,516,000	\$ 104,955,000	\$ 98,957,300	\$ 109,357,400	\$ 102,070,200
Expenditures					
General Fund	\$ 55,003,500	\$ 56,777,400	\$ 58,608,500	\$ 60,498,600	\$ 62,449,700
Auxiliary Fund	5,435,800	5,517,300	5,600,100	5,684,100	5,769,400
Restricted Fund	18,448,100	17,199,900	17,543,900	17,894,800	18,252,700
Plant Fund - Operations	1,110,900	1,133,100	1,155,800	1,178,900	1,202,500
Plant Fund - Building Maintenance Program	4,249,600	4,249,600	4,249,600	4,249,600	4,249,600
Plant Fund - Equipment Replacement Program	2,153,700	2,565,000	2,609,700	2,188,500	2,334,500
Plant Fund - Capital Improvement Plan	3,856,300	15,455,200	6,245,800	13,737,100	2,799,600
Plant Fund - Capital Accumulation Account (Savings)	-	-	-	-	-
Debt Service Fund	1,258,100	1,245,500	1,233,000	1,220,700	1,208,500
Total Expenditures	\$ 91,516,000	\$ 104,143,000	\$ 97,246,400	\$ 106,652,300	\$ 98,266,500
Favorable/(Unfavorable)	\$ -	\$ 812,000	\$ 1,710,900	\$ 2,705,100	\$ 3,803,700

Assumptions: Primary property tax levy - 1.0% levy increases on average plus an additional 2.0% increases from new construction. Tuition and fees - 5% enrollment growth and 5.0% price increases. General Fund expenditures - 3.3% for salaries and fringe, and 3% for commodities, contracted services, and utilities. Strategic initiatives will be funded by re-purposing existing budget.

Finally, the College has developed a Worst Case scenario to demonstrate the effects of less favorable assumptions. The table is presented as if the College maintained course and did not make adjustments. The College could in fact do that—for awhile—if it

was willing to consume Fund Balances and/ or reduce it's Capital Improvement Plan budget. More likely, the College would need to create a balanced budget by foregoing raises and/ or cutting programs and services to fit within available funding.

**FIVE-YEAR PROJECTIONS OF REVENUES AND EXPENDITURES
WORST CASE SCENARIO**

	EY.2022-23	EY.2023-24	EY.2024-25	EY.2025-26	EY.2026-27
Revenues					
Property Taxes - Primary	\$ 49,860,000	\$ 51,106,500	\$ 52,384,200	\$ 53,693,800	\$ 55,036,100
Property Taxes - Secondary	-	-	-	-	-
General Fund - Tuition and Fees	12,415,000	13,035,800	13,687,600	14,372,000	15,090,600
State Appropriations	2,754,900	2,810,000	2,866,200	2,923,500	2,982,000
Federal Grants and Contracts	11,060,000	11,281,200	11,506,800	11,736,900	11,971,600
State Grants and Contracts	410,000	414,100	418,200	422,400	426,600
State Workforce Development Funds	3,250,000	3,380,000	3,515,200	3,655,800	3,802,000
Investment Income	100,000	120,000	144,000	172,800	207,400
Sales and Services	3,945,900	4,044,500	4,145,600	4,249,200	4,355,400
Private Gifts, Grants and Contracts	2,246,700	2,291,600	2,337,400	2,384,100	2,431,800
Capital Projects Accumulation Account	3,856,300	7,338,900	2,515,400	2,462,150	1,598,700
Other (Fund Balance and Miscellaneous)	1,617,200	8,262,400	3,589,800	10,342,750	-
Total Revenues	\$ 91,516,000	\$ 104,085,000	\$ 97,110,400	\$ 106,415,400	\$ 97,902,200
Expenditures					
General Fund	\$ 55,003,500	\$ 58,028,700	\$ 61,220,300	\$ 64,587,400	\$ 68,139,700
Auxiliary Fund	5,435,800	5,517,300	5,600,100	5,684,100	5,769,400
Restricted Fund	18,448,100	17,199,900	17,543,900	17,894,800	18,252,700
Plant Fund - Operations	1,110,900	1,133,100	1,155,800	1,178,900	1,202,500
Plant Fund - Building Maintenance Program	4,249,600	4,249,600	4,249,600	4,249,600	4,249,600
Plant Fund - Equipment Replacement Program	2,153,700	2,565,000	2,609,700	2,188,500	2,334,500
Plant Fund - Capital Improvement Plan	3,856,300	15,455,200	6,245,800	13,737,100	2,799,600
Plant Fund - Capital Accumulation Account (Savings)	-	-	-	-	-
Debt Service Fund	1,258,100	1,245,500	1,233,000	1,220,700	1,208,500
Total Expenditures	\$ 91,516,000	\$ 105,394,300	\$ 99,858,200	\$ 110,741,100	\$ 103,956,500
Favorable/(Unfavorable)	\$ -	\$ (1,309,300)	\$ (2,747,800)	\$ (4,325,700)	\$ (6,054,300)

Assumptions: Primary property tax levy - 1.0% levy increases on average plus an additional 1.5% increases from new construction. Tuition and fees - 0% enrollment growth and 5.0% price increases. General Fund expenditures - 5% for salaries and fringe, and 7% for commodities, contracted services, and utilities. Strategic initiatives will be funded by re-purposing existing budget.

EXPENDITURE LIMIT (EL)

In 1980, Senate Concurrent Resolution 1001 established 10 propositions to amend Article IX of the Arizona Constitution to define, modify, and generally restrict debt and taxation rules for local agencies. One of the propositions, Proposition 109, created expenditure limitations for school districts and community college districts. Following high inflation and concerns about growth in government spending, the amendments were passed by popular vote. The subsequent changes to the Arizona Constitution were considered to be equivalent to California's proposition 13, which passed two years prior.

Arizona's Constitution Title IX, Section 21, details the precise manner in which the expenditure limitation (EL) is implemented for both community college districts and school districts. A key phrase to remember is that EL is a cap on "EXPENDITURES OF LOCAL REVENUES," which is intended to be a control on tax-based public spending. As such, EL does not constrain total spending—just spending from certain funding sources for operating purposes. Non-property tax revenues such as tuition, gifts, grants, contract training, auxiliary, and entrepreneurial revenues are excluded from expenditure limitation. Likewise, certain classes of expenses, notably capital, are excluded. Because the language is constitutional, changes would require a majority approval in a statewide ballot.

Essentially taxing districts (including k-12, community colleges, fire districts, counties, etc.) are allowed to spend the same amount per capita as they did in 1980. This is adjusted for inflation using the Gross Domestic Product deflator. Taxing districts that exceed their EL will incur a financial penalty. Conversely, taxing districts that do not use all of their EL in a given year are allowed to "carry forward" the excess for use in future years if needed, giving them a temporary increase in EL for a "rainy day".

As previously mentioned, the EL cap is based on the amount of expenditures in each district in 1979/80 increased for growth in "student population" and adjusted for "inflation." Community college student population is based on full time student equivalents (FTSE), which is defined in statute 15-1466.01.

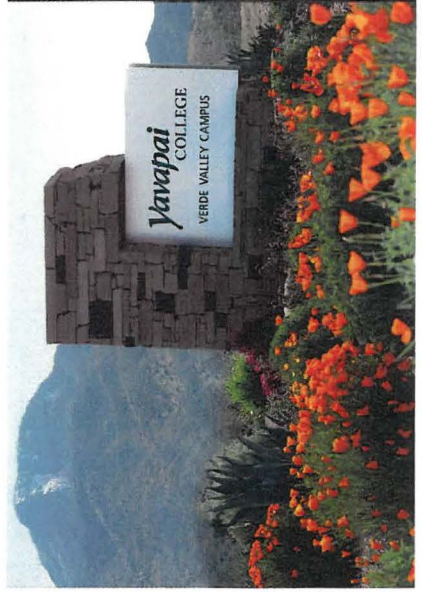
The definition of student population for EL purposes is defined by the legislature. It is currently defined as audited actual FTSE while also adding an extra 30% weight for Career and Technical Education (CTE) FTSE. For the purposes of the EL calculation, colleges may use either: prior year audited weighted FTSE; the average of the past five years' audited figures; or prior year weighted plus 5% (if a college has fall-over-fall growth).

Community College FTSE have been in decline nationally since the peak in fiscal year 2011. This reflects the correlation between community college enrollments and unemployment. When people lose their jobs, they go to community colleges to upskill and retool; as the economy improves, these students re-enter the workforce, whether or not they complete their credential.

The College is required to calculate and report EL every year, and the report is audited by the Arizona Auditor General. YC also uses its 5 year Financial Projections of Revenues and Expenses to develop a 5 year EL forecast. As has been shared with the DGB in the past, YC's Expenditure Limit margin is relatively slim but stable—as long as enrollments remain stable. Sound fiscal management has allowed the College to build up substantial “carryforward” reserves of \$23.9M.

Because of this, the College could operate beyond its allowable EL for several years before being penalized if need be. This would give the College the time it would need to downsize its budget in to figure out how to grow enrollments.





EXPENDITURE LIMITATION COMPLIANCE

	Current Funds				Plant Funds			TOTAL
	Unrestricted		Restricted	Plant	Debt	TOTAL		
	General	Auxiliary						
PROJECTED BUDGET EXPENDITURES FOR EXPENDITURE LIMITATION (see below)	\$ 53,803,500	\$ 5,385,800	\$ 18,448,100	\$ 10,908,000	\$ 1,258,100	\$	\$ 89,803,500	
LESS EXCLUSIONS	-	-	-	-	1,256,600	-	1,256,600	
DEBT SERVICE/BONDED INDEBTEDNESS	-	-	-	-	-	-	100,000	
DIVIDENDS, INTEREST AND GAIN ON SALE	70,000	-	-	30,000	-	-	11,270,000	
GRANTS & AID FROM FEDERAL & STATE GOVERNMENT	-	-	11,270,000	-	-	-	2,409,100	
GRANTS/CONTRIBUTIONS FROM PRIVATE AGENCIES	471,000	571,100	1,367,000	-	-	-	5,000,000	
PROP. 207 & 301 FUNDS	-	-	5,000,000	-	-	-	6,734,100	
AMOUNTS ACCUMULATED TO PURCHASE LAND AND CAPITAL	-	-	-	6,734,100	-	-	1,346,500	
RESEARCH AND ENTREPRENEURIAL ACTIVITIES	-	1,346,500	-	-	-	-	1,346,500	
TUITION AND FEES	11,860,000	2,209,900	-	-	-	-	14,069,900	
PRIOR YEARS CARRY FORWARD USED	-	-	-	-	-	-	-	
TOTAL EXCLUSIONS	\$ 12,401,000	\$ 4,127,500	\$ 17,637,000	\$ 6,764,100	\$ 1,256,600	\$	\$ 42,186,200	
BUDGET EXPENDITURES SUBJECT TO LIMIT	\$ 41,402,500	\$ 1,258,300	\$ 811,100	\$ 4,143,900	\$ 1,500	\$	\$ 47,617,300	
BUDGETED EXPENDITURE LIMITATION AS CALCULATED BY THE ECONOMIC ESTIMATES COMMISSION						\$	\$ 48,401,894	
AMOUNT (OVER) UNDER LIMITATION						\$	\$ 784,594	
PRIOR YEARS CARRY FORWARD AVAILABLE FOR USE:						\$	\$ 23,900,000	
Balance Available as of July 1, 2021	\$ 18,000,000	\$ -	\$ 1,700,000	\$ 4,200,000	\$ -	\$	\$ 23,900,000	
BUDGETED EXPENDITURES	\$ 55,003,500	\$ 5,435,800	\$ 18,448,100	\$ 11,370,500	\$ 1,258,100	\$	\$ 91,516,000	
Less: Budgeted Items Not Expected to be Spent:								
Contingencies	-	50,000	-	362,500	-	-	412,500	
Allowance for Unexpended Budget (e.g. vacancy savings etc.)	1,200,000	-	-	100,000	-	-	1,300,000	
Total adjustments	\$ 1,200,000	\$ 50,000	\$ -	\$ 462,500	\$ -	\$	\$ 1,712,500	
PROJECTED BUDGETED EXPENDITURES FOR EXPENDITURE LIMITATION	\$ 53,803,500	\$ 5,385,800	\$ 18,448,100	\$ 10,908,000	\$ 1,258,100	\$	\$ 89,803,500	

FIVE-YEAR PROJECTIONS OF EXPENDITURE LIMITATION COMPLIANCE

	FY.2022-23	FY.2023-24	FY.2024-25	FY.2025-26	FY.2026-27
Expenditures					
General Fund	\$ 55,003,500	\$ 57,341,100	\$ 59,778,100	\$ 62,318,700	\$ 64,967,200
Auxiliary Fund	5,435,800	5,517,300	5,600,100	5,684,100	5,769,400
Restricted Fund	18,448,100	17,199,900	17,543,900	17,894,800	18,252,700
Plant Fund - Operations	1,110,900	1,133,100	1,155,800	1,178,900	1,202,500
Plant Fund - Building Maintenance Program	4,249,600	4,249,600	4,249,600	4,249,600	4,249,600
Plant Fund - Equipment Replacement Program	2,153,700	2,565,000	2,609,700	2,188,500	2,334,500
Plant Fund - Capital Improvement Plan	3,856,300	15,455,200	6,245,800	13,737,100	2,799,600
Plant Fund - Contributions to Capital Projects	-	-	-	-	-
Debt Service Fund	1,258,100	1,245,500	1,233,000	1,220,700	1,208,500
Contingencies	(412,500)	(412,500)	(412,500)	(412,500)	(412,500)
Not Expected to be Expended	(1,300,000)	(1,250,000)	(1,150,000)	(1,050,000)	(950,000)
Total Adjusted Expenditures	\$ 89,803,500	\$ 103,044,200	\$ 96,853,500	\$ 107,009,900	\$ 99,421,500

Exclusions

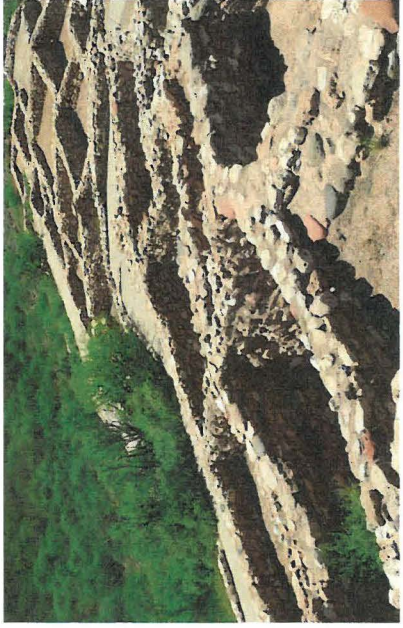
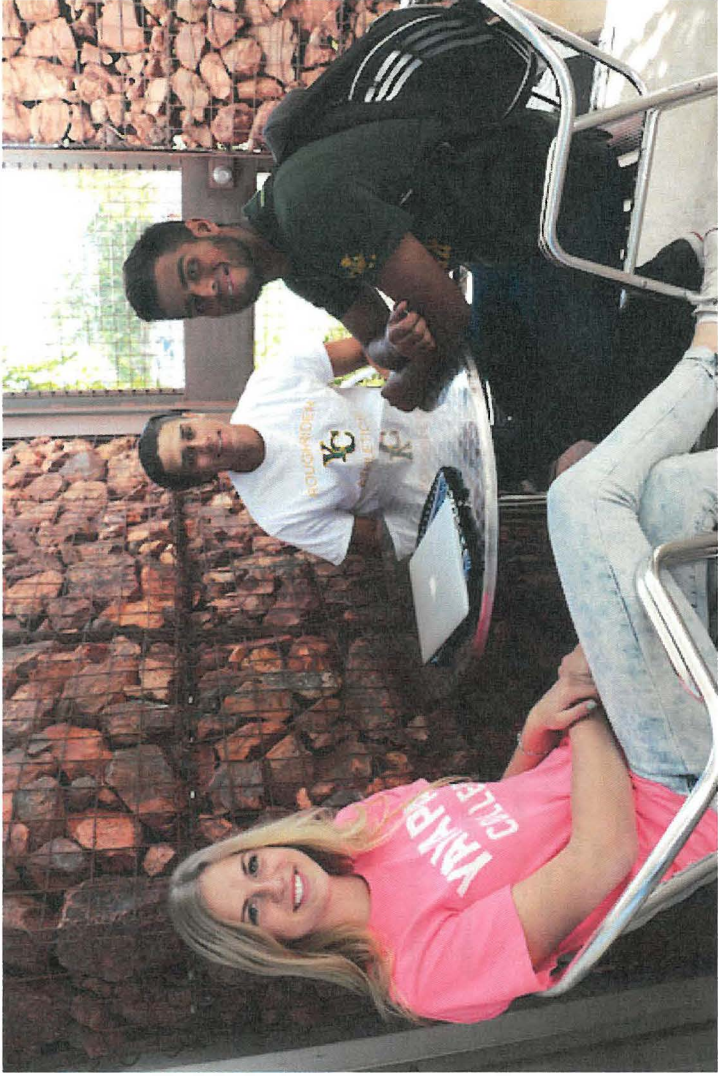
Bond Debt Service Payments	\$ 1,256,600	\$ 1,245,500	\$ 1,233,000	\$ 1,220,700	\$ 1,208,500
Interest Income	100,000	120,000	144,000	172,800	207,400
Federal & State Grants	11,270,000	11,495,300	11,725,000	11,959,300	12,198,200
Gifts from Private Agencies	2,409,100	2,291,600	2,337,400	2,384,100	2,431,800
Amounts Accumulated - Capital	6,734,100	18,325,500	9,760,700	16,727,600	6,555,800
Research and Entrepreneurial Activities	1,346,500	1,373,400	1,400,900	1,428,900	1,457,500
Tuition & Fees	14,069,900	15,054,800	16,108,600	17,236,200	18,442,700
Prop 207 & 301 Funds	5,000,000	3,380,000	3,515,200	3,655,800	3,802,000
Prior Years Carryforward Used	-	-	-	-	-
Total Exclusions	\$ 42,186,200	\$ 53,286,100	\$ 46,224,800	\$ 54,785,400	\$ 46,303,900

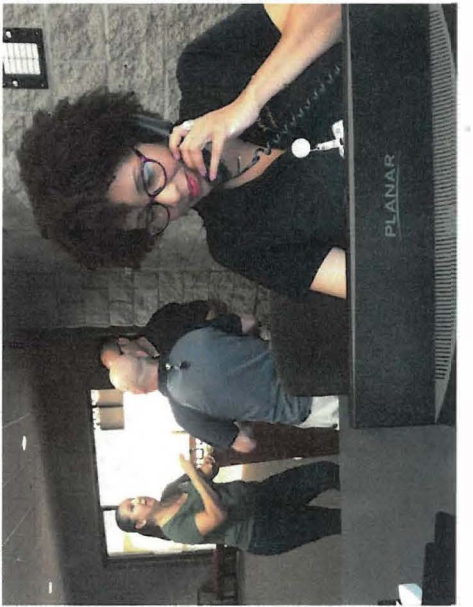
Expenditures Subject to Limitation	\$ 47,617,300	\$ 49,758,100	\$ 50,628,700	\$ 52,224,500	\$ 53,117,600
Estimated Expenditure Limitation	48,401,894	49,853,500	51,068,000	52,434,000	53,834,000

Favorable/(Unfavorable)	\$ 784,594	\$ 95,400	\$ 439,300	\$ 209,500	\$ 716,400
EL FTSE Estimates	3,912	3,854	3,885	3,962	4,042

Assumptions: The Five-Year Expenditure Limitation projections are based on the Five-Year Revenue & Expense projections.
 The Estimated Expenditure Limitation amounts are based upon minimal FTSE growth and moderate inflation (GDP).

Expenditure Limitation Credit Carryforward - \$23.9M







YAVAPAI COLLEGE

GLOSSARY

1. FUND ACCOUNTING

Fund accounting is an accounting and reporting system required to be used by independent colleges and universities to keep track of resources whose use is limited by donors, granting agencies, law, other outside individuals or entities or by governing boards. A fund is maintained for each specific purpose.

1a. Current Funds

The current funds group consists of funds expendable for current operating purposes, and is divided into two unrestricted funds, General and Auxiliary, as well as Restricted Funds.

1b. General Fund

This fund records revenues and expenses which fund the primary operations (education and related services) of the College.

1c. Auxiliary Fund

This fund reports activities for which a fee is charged for non-core goods or services.

1d. Restricted Fund

Restricted funds are operating funds for which the use has been limited for a specific purpose by external parties, contracts, or legislation. Externally imposed restrictions are different from internally created designations established by the governing board on unrestricted funds because restrictions cannot be removed without the external parties' consent.

1e. Plant Fund

This fund tracks resources and expenditures related to capital outlays. Capital outlays/expenditures include land purchases, the acquisition

or construction of facilities, high dollar renovations or repairs, and the purchase of furniture and equipment. Generally, furniture and capital equipment costs more than \$5,000, have a useful life of greater than one year, and would normally not be purchased from the general fund.

1f. Debt Fund

This fund tracks revenues and expenditures related to the payment of principal, interest, and related charges on outstanding bonds and capital leases.

2. FUNCTIONAL EXPENSES

A functional (or program) expense classification is a method of grouping expenses according to the purpose for which the costs are incurred.

The classifications tell why an expense was incurred rather than what was purchased. Reporting expenses by functional classification helps donors, granting agencies, creditors, and other readers of the financial statements to understand the various mission-related activities of the institution and their relative importance. The following Functions (Programs) are the standard categories used by colleges and universities to report expenses to the federal Department of Education:

2a. Instruction

The instruction classification includes expenses for all activities that are part of an institution's instruction program. Expenses for credit and non-credit courses; academic, vocational, and technical instruction; remedial and tutorial instruction; and regular, special, and extension sessions are included.

Expenses for departmental research and public service that are not separately budgeted also are included in this classification.

This classification excludes expenses for those academic personnel whose primary activity is administration—for example, academic deans.

2b. Public Service

The public service classification includes expenses for activities established primarily to provide non-instructional services for the benefit of individuals and groups that are external to the institution.

These activities include community service programs (excluding instructional activities) and cooperative extension services. Included in this classification are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar non-instructional services to particular sectors of the community.

2c. Student Services

The student services classification includes expenses incurred for offices of admissions and the registrar and activities that, as their primary purpose, contribute to students' emotional and physical well-being and intellectual, cultural, and social development outside the context of the formal instruction program.

This classification includes expenses for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics (if the program is not operated as an auxiliary enterprise), counseling and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health service (if not operated as an auxiliary enterprise).

2d. Academic Support

The academic support classification included expenses incurred to provide support services for the institution's primary programs of instruction, research, and public service. It includes the following activities:

- The retention, preservation, and display of educational materials, such as libraries, museums, and galleries. The provision of services that directly assist the academic function of the institution, such as demonstration schools associated with a department, school, or college of education.
- Media, such as audio-visual services, and technology, such as computing support.
- Academic administration (including academic deans but not department chairpersons) and personnel providing administrative support and management direction to the three primary missions.
- Separately budgeted support for course and curriculum development



Also included are information technology expenses related to academic support activities; if an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs (Instruction, Research, Public Service) will be applied to this function, with the remainder to institutional support.

2e. Institutional Support

The institutional support classification includes expenses for central, executive-level activities concerned with management and long-range planning for the entire institution, such as the governing board, planning and programming operations, and legal services; fiscal operations, including the investment office; administrative information technology (when not accounted for in other categories); space management; employee personnel and records; logistical activities that provide procurement, storerooms, printing, and transportation services to the institution; support services to faculty and staff that are not operated as auxiliary enterprises; and activities concerned with community and alumni relations, including development and fundraising.

Appropriate allocations of institutional support should be made to auxiliary enterprises, hospitals, and any other activities not directly related to the primary programs—instruction, research, and public service—or their related support classifications.

2f. Operation and Maintenance of Plant (O&M)

The Operation and Maintenance of Plant category includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the institution's physical plant. These expenses include items such as janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture, and equipment; care of grounds; maintenance and operation of buildings and other plant facilities; security; earthquake and disaster preparedness; safety; hazardous waste disposal; property, liability, and all other insurance relating to property; space and capital leasing; facility planning and management; and central receiving.

2g. Auxiliary enterprises

An auxiliary enterprise exists to furnish goods or services to students, faculty, staff, other institutional departments, or incidentally to the general public, and charges a fee directly related to, although not necessarily equal to, the cost of the goods or services. The distinguishing characteristic of an auxiliary enterprise is that it is managed to operate as a self-supporting activity. Over time, the revenues will equal or exceed the expenses, although in any individual year there may be a deficit or a surplus. Examples are residence halls, food services, intercollegiate athletics (if operated as essentially self-supporting), college stores, faculty clubs, parking, and faculty housing. Student health services, when operated as an auxiliary enterprise, also are included. Hospitals, although they may serve students, faculty, or staff, are classified separately because of their financial significance.

3. NATURAL EXPENSE CLASSIFICATIONS

These classifications generally represent the largest areas of expenses incurred by institutions. Based on examining current reporting practices by higher education institutions, NACUBO suggests that an institution use the following classifications to describe what goods and services are purchased.

- salaries and wages
- employee benefits
- scholarships and fellowships
- travel
- supplies
- utilities
- contractual services
- depreciation
- interest
- other

3a. Salaries & Wages

The salaries and wages classification includes expenses for all amounts paid and owed to faculty, staff, and student-workers, including full-time and part-time employees.

3b. Benefits

This classification includes expenses for all benefits paid to or on behalf of faculty, staff, and student employees. It includes amounts required by law, contractual agreement, or institutional practice. These benefits include the institution's portion of Social Security, payroll taxes, pension, health care, workers' compensation, disability insurance, life insurance, tuition remission, vacations, sick pay, sabbaticals, and other employee-related benefit programs.

3c. Scholarships and Fellowships

Scholarships and fellowships expense may be considered both a functional and natural expense classification. Institutions generally report tuition discounts and allowances and scholarships as reductions of tuition and fees revenues. Certain amounts may still be reported as a natural expense classification in financial statements. Institutional resources provided to students as financial aid are recorded as scholarship allowances up to amounts owed by students. In some circumstances, the amount of aid awarded may exceed the tuition and fees, housing, and meals provided by or procured from the institution. In those circumstances, the excess of aid over tuition and fees and institutional housing and meals should be treated as an expense.

3d. Travel

This classification includes travel for all personnel for institutional activities such as meetings, training, recruiting, fund raising, and sporting competitions.





3e. Supplies

This classification is very broad and includes supplies for administration, instruction, research, and medical purposes. It also includes equipment purchased that does not meet the institution's capitalization threshold.

3f. Utilities

This classification includes expenses related to heating, cooling, light and power, gas, water, telephone, and any other utilities necessary for the operation of the physical plant.

3g. Contractual Services

This classification generally is significant monetarily and covers a broad range of expenses including legal, audit, custodial, security, maintenance, repairs, postage, mailing and messenger, printing and duplicating, freight, advertising, rental of real and personal property, professional fees, professional development, and dues.

3h. Depreciation

This classification includes both depreciation of the institution's plant, property, and equipment, depletion, and amortization of assets acquired by capital lease.

3i. Interest

This classification includes interest expense on capital debt, the portion of payments on capital leases that is classified as interest expense, and interest expense on other borrowings, such as those for working capital or student loans.

3j. Other

Expenses that do not fit in any of the classifications above are included in this classification.

4. OTHER

1. **Balanced Budget:** a balanced budget is a budget for which revenues plus other sources (e.g. fund balance) equal or exceed expenditures.
2. **CTE: Career and Technical Education** are courses that may transfer but always prepare students to enter the workforce. The 16 common CTE Clusters include: Agriculture & Natural Resources, Architecture & Construction, Arts & A/V Technology, Business, Education, Finance, Government & Public Administration, Health Sciences, Hospitality & Tourism, Human Services, Information Technology, Law & Public Safety, Manufacturing, Marketing, Science & Engineering, and Transportation.

3. **Fund Balance:** The fund balance is the balance of a fund after all liabilities have been deducted from the assets of the fund. Also called Fund Equity.

Beginning Fund Balance: Represents the ending fund balance from the previous fiscal year that can be used to fund the current (or future) fiscal year(s).

Ending Fund Balance: Represents the beginning fund balance plus total annual revenues minus the total annual expenditures.

STATE BUDGET FORMS

PUBLIC NOTICE YAVAPAI COMMUNITY COLLEGE DISTRICT PUBLIC HEARING AND SPECIAL BOARD MEETING NOTICE

Notice is hereby given to the residents and taxpayers of the Yavapai County Community College District that the District Governing Board will hold a Public Hearing and a Special Board Meeting for consideration of the proposed Budget for the 2021-2022 fiscal year. The Hearing will be held on Tuesday, May 18, 2021, at 1:00 p.m. A Special Board Meeting for the purpose of adopting the District's 2021-2022 Budget shall be held immediately following the Hearing. The Meeting will be Community Online Only. Link: <https://www.youtube.com/user/YavapaiCollege>.

The College is committed to protecting the health and safety of its students, employees, and other community members during the COVID-19 pandemic. Therefore, College District Governing Board Budget Public Hearing will be viewable online only via YouTube for the Community.

If you would like to provide comments about the proposed budget to the Board, you may do so via Zoom and will need to register in advance. To register, you must complete the Yavapai College District Governing Board Request to Speak – BUDGET PUBLIC HEARING electronic form:

<https://yc.jotform.com/203514285068859>.

Registration to provide comments will close on Monday, May 17, 2021 at 5:00 p.m. After submitting your completed form, you will automatically receive the Zoom link. As with in-person comments, each member of the public will be limited to three (3) minutes.

Additional details can be found at www.yc.edu/v6/district-governing-board/meetings.html

Other than additional Property Tax revenues from new construction, please note that the College is NOT requesting an increase in property tax levy for the coming fiscal year.

The Budget will be posted on the Yavapai College website (www.yc.edu/budget) no later than May 3, 2021. Budget data will conform to mandates of law specified in A.R.S. 15-1461 concerning the advertisement and publication of budget information. Yavapai County Community College District is in compliance with primary tax levy limitation for 2021-2022 assessed valuation estimates. It is the intent of the District to be in full compliance with all applicable provisions of A.R.S. 42-17051. When actual 2021 assessed valuation amounts are determined, the District primary tax levy proposed for 2021-2022 will be adjusted, if necessary, to meet legal requirements.

**BUDGET FOR FISCAL YEAR 2023
SUMMARY OF BUDGET DATA**

	Budget 2023	Budget 2022	Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 55,003,500	\$ 52,034,800	\$ 2,968,700	5.7%
Unexpended Plant Fund	11,370,500	9,654,300	1,716,200	17.8%
Retirement of Indebtedness Plant Fund	1,258,100	2,260,900	(1,002,800)	-44.4%
TOTAL	\$ 67,632,100	\$ 63,950,000	\$ 3,682,100	5.8%
B. Expenditures Per Full-Time Student Equivalent (FTSE):				
Current General Fund	\$ 17,242 /FTSE	\$ 15,986 /FTSE	\$ 1,256 /FTSE	7.9%
Unexpended Plant Fund	\$ 3,564 /FTSE	\$ 2,966 /FTSE	\$ 598 /FTSE	20.2%
Projected FTSE Count	3,190	3,255		
II. TOTAL ALL FUNDS ESTIMATED PERSONNEL COMPENSATION				
Employee Salaries and Hourly Costs	\$ 37,823,700	\$ 34,831,400	\$ 2,992,300	8.6%
Retirement Costs	4,079,500	3,759,400	320,100	8.5%
Healthcare Costs	4,314,700	4,245,500	69,200	1.6%
Other Benefit Costs	3,664,300	3,349,300	315,000	9.4%
TOTAL	\$ 49,882,200	\$ 46,185,600	\$ 3,696,600	8.0%
III. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES				
A. Amount Levied:				
Primary Tax Levy	\$ 50,055,000	\$ 48,899,100	\$ 1,155,900	2.4%
Property Tax Judgment				
Secondary Tax Levy		410,500	(410,500)	-100.0%
TOTAL LEVY	\$ 50,055,000	\$ 49,309,600	\$ 745,400	1.5%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	1.5017	1.5557	(0.0540)	-3.5%
Property Tax Judgment				
Secondary Tax Rate		0.0131	(0.0131)	-100.0%
TOTAL RATE	1.5017	1.5688	(0.0671)	-4.3%
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2023 PURSUANT TO A.R.S. §42-17051				
			\$ 59,988,100	
V. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2022 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051				
			\$ -	

RESOURCES

	CURRENT FUNDS			PLANT FUNDS			Other Funds 2023	Total All Funds 2023	Total All Funds 2022	% Increase/Decrease
	General Fund 2023	Restricted Fund 2023	Auxiliary Fund 2023	Unexpended Plant Fund 2023	Retirement of Indebtedness 2023					
BEGINNING BALANCES-July 1*										
Restricted	\$ 18,614,000	\$ 2,804,600	\$	\$	\$ 43,000	\$	\$	\$ 2,847,600	\$ 369,400	670.9%
Unrestricted	\$ 18,614,000	\$ 2,804,600	\$ 154,300	\$ 10,021,300	\$	\$	\$	\$ 28,789,600	\$ 23,472,500	22.7%
Total Beginning Balances	\$ 37,228,000	\$ 5,609,200	\$ 154,300	\$ 10,021,300	\$ 43,000	\$	\$	\$ 31,637,200	\$ 23,841,900	32.7%
REVENUES AND OTHER INFLOWS										
Student Tuition and Fees	\$ 10,160,000	\$	\$ 1,067,900	\$	\$	\$	\$	\$ 11,227,900	\$ 10,131,600	10.8%
General Tuition	160,000							160,000	160,000	
Out-of-District Tuition	820,000							820,000	740,000	10.8%
Out-of-State Tuition	420,000							420,000	324,000	29.6%
Student Fees	300,000							300,000	300,000	
Tuition and Fee Remissions or Waivers										
State Appropriations	300,400							300,400	596,500	-49.6%
Maintenance Support										
Equalization Aid										
STEM Workforce		611,100						611,100	701,300	-12.9%
Rural Community College Aid	1,843,400							1,843,400	3,500,000	100.0%
Property Taxes										
Primary Tax Levy	42,164,500			7,890,500				50,055,000	48,899,100	2.4%
Secondary Tax Levy									410,500	-100.0%
Property Tax Contingency	(150,000)			(45,000)				(195,000)	(980,000)	-80.1%
Gifts, Grants, and Contracts	423,700	12,837,000						13,260,700	21,263,200	-37.6%
Sales and Services			2,569,400					2,569,400	2,414,200	6.4%
Investment Income	70,000			30,000				100,000	81,800	22.2%
State shared sales tax (Prop 301)		1,250,000						1,250,000	880,000	42.0%
Smart and Safe Arizona Act (Prop 207)		2,000,000						2,000,000	900,000	122.2%
Other Revenues	473,000		846,600	30,000				1,349,600	1,506,700	-10.4%
Proceeds from Sale of Bonds										
Total Revenues and Other Inflows	\$ 56,985,000	\$ 16,698,100	\$ 4,483,900	\$ 7,905,500	\$	\$	\$	\$ 86,072,500	\$ 91,828,900	-6.3%
TRANSFERS										
Transfers In			1,356,400					1,356,400	3,782,200	8.7%
(Transfers Out)	(3,708,500)		(404,500)		1,256,600			(4,113,000)	(3,782,200)	8.7%
Total Transfers	(3,708,500)		951,900	1,500,000	1,256,600			-	-	
Reduction for amounts reserved for future budget year expenditures:										
Maintained for future financial stability	(16,000,000)			(4,800,000)				(20,800,000)	(15,500,000)	34%
Maintained for future capital acquisitions/projects				(5,000,000)				(5,000,000)	(6,500,000)	-23.1%
Maintained for future debt retirement										
Maintained for grants or scholarships										
Total Resources Available for the Budget Year	\$ 55,890,500	\$ 19,502,700	\$ 5,590,100	\$ 9,626,800	\$ 1,299,600	\$	\$	\$ 91,909,700	\$ 93,670,800	-1.9%

*These amounts exclude amounts not in spendable form (i.e., prepaids, inventories, and capital assets) or amounts legally or contractually required to be maintained intact

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
BUDGET FOR FISCAL YEAR 2023
EXPENDITURES AND OTHER OUTFLOWS**

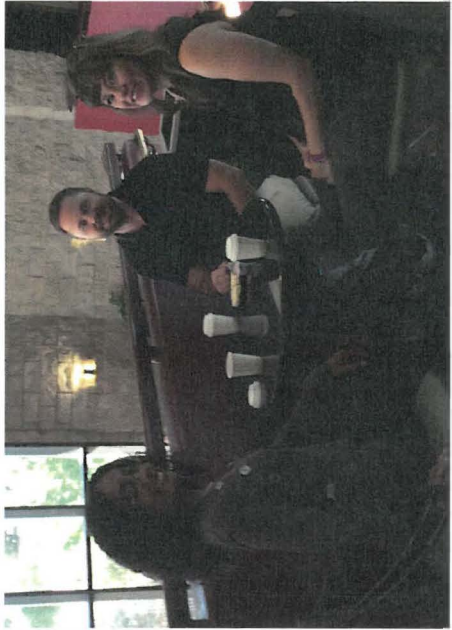
	CURRENT FUNDS		PLANT FUNDS		Retirement of Indebtedness 2023	Other Funds 2023	Total All Funds 2023	Total All Funds 2022	% Increase/ Decrease
	General Fund 2023	Restricted Fund 2023	Auxiliary Fund 2023	Unexpended Plant Fund 2023					
\$ 55,890,500	\$ 19,502,700	\$ 5,590,100	\$ 9,626,800	\$ 1,299,600	\$	\$ 91,909,700	\$ 93,670,800	-1.9%	
\$ 20,790,100	\$ 6,216,700	\$ 229,100	\$	\$	\$	\$ 27,235,900	\$ 25,404,100	7.2%	
12,500	1,562,000	1,171,300				2,745,800	3,239,200	-15.2%	
4,982,100	400,000					5,382,100	5,840,800	-7.9%	
9,070,500	1,546,500	905,700				11,522,700	9,490,100	21.4%	
11,358,000	400,000					11,758,000	12,782,900	-8.0%	
6,837,000	107,400					6,944,400	6,546,100	6.1%	
1,423,300	8,215,500					9,638,800	14,141,700	-31.8%	
		1,860,700				1,860,700	1,855,800	0.3%	
			10,608,000			10,608,000	8,891,800	19.3%	
							488,800	1,768,600	-100.0%
		1,169,000			1,256,600	1,256,600	1,768,600	-28.9%	
					1,500	1,500	1,094,300	1,094,300	7.0%
530,000		100,000				1,392,500	1,392,500		
\$ 55,003,500	\$ 18,448,100	\$ 5,435,800	\$ 11,370,500	\$ 1,258,100	\$	\$ 91,516,000	\$ 92,936,700	-1.5%	

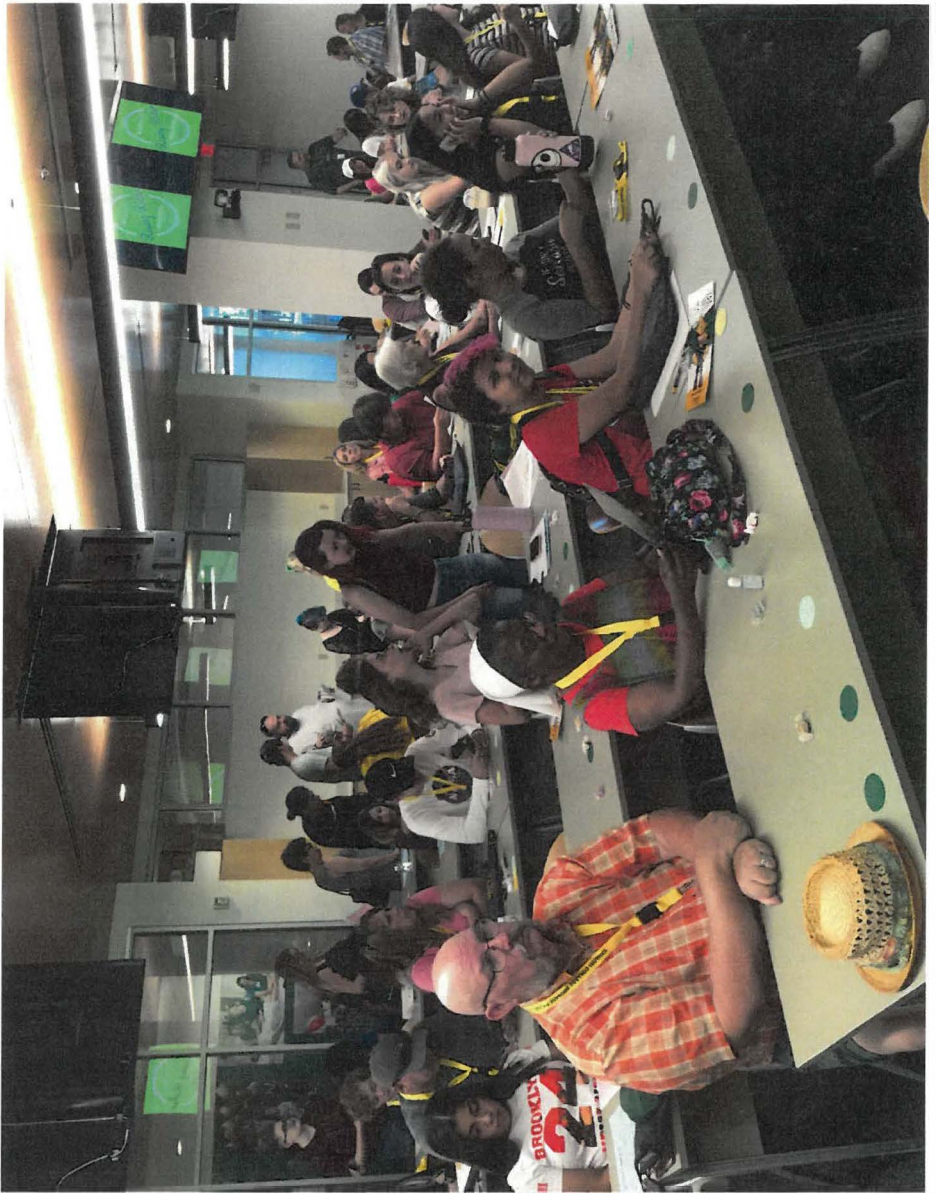
TOTAL RESOURCES AVAILABLE FOR THE BUDGET YEAR (from Schedule B)

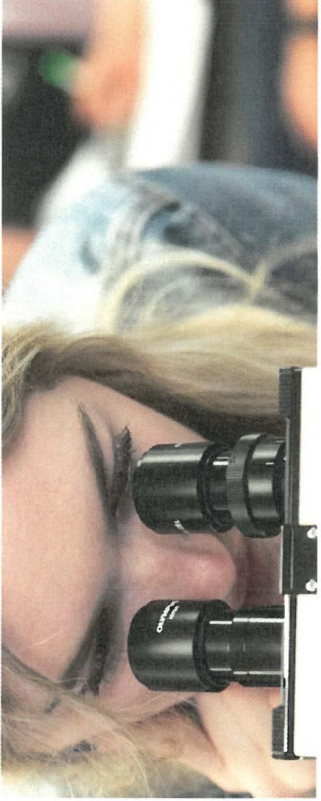
EXPENDITURES AND OTHER OUTFLOWS

- Instruction
- Public Service
- Academic Support
- Student Services
- Institutional Support (Administration)
- Operation and Maintenance of Plant
- Scholarships
- Auxiliary Enterprises
- Capital Assets/Maintenance
- Debt service—general obligation bonds
- Debt service—other long term debt
- Other Expenditures
- Property tax judgments
- Contingency

Total Expenditures and Other Outflows







Yavapai COLLEGE

Office of Vice President of Finance and Administrative Services
1100 East Sheldon Street, Prescott, Arizona 86301
928.445.7300 | www.yc.edu

Prepared by

Frank D'Angelo, Controller

Clint Ewell, Vice President

Duane Ransom, Budget Director

More information can be found on the college's website: www.yc.edu/budget

Yavapai College
District Governing Board
Regular Meeting

Agenda Item: 3.a.i

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

Sedona Campus
4215 Arts Village Drive
Sedona, Arizona 86336

Members Present

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

Administration Present

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

MINUTES

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=401187dd-03a6-4cdd-b02f-ae6100034c92>

1. General Functions: Procedural
 - a. Call to Order {Time: 1} (**Recording at 1:36**)
Chair McCasland called the meeting to order at 1:01 p.m.
 - b. Pledge of Allegiance: Procedural {Time: 1} (**Recording at 1:46**)
Member Chevalier led the Pledge of Allegiance.
 - c. Adoption of Agenda – **DECISION** {Time: 1} (**Recording at 2:12**)
Member Chevalier moved, seconded by Member Sigafoos, to adopt the agenda. The motion passed unanimously (Ayes: McCasland, Sigafoos, Chevalier, Padilla, Kuknyo).
2. Study Session
 - a. Open Call – **INFORMATION** {Time: 10} (**Recording at 2:51**)
The following members of the public requested to speak:
 1. **Nancy Robb Dunst (Recording at 3:44)**
 2. **David Gill (Recording at 7:23)**
 3. **Trish Alley (Recording at 11:10)**
 4. **Matthew Schumacher (Recording at 13:37)**
 5. **Karen Strauch (Recording at 17:12)**
 6. **Ernie Strauch (Recording at 19:31)**

7. Rosemary Zimmerman (Recording at 22:00)
8. Scott Jablow (Recording at 25:07)
9. Janet Aniol (Recording at 28:38)
10. Rob Adams (Recording at 31:33)

- b. Preliminary Capital Budget – Dr. Clint Ewell- Vice President of Finance, **INFORMATION AND DISCUSSION** {Time: 90} (Recording at 37:31)
Dr. Clint Ewell gave a presentation on the Preliminary Capital Budget.

- i. Smith Group – Frank Markley, Principal, Higher Education Strategist; Lauren Leighty, Principal, Campus Studio Leader; Doug Kozma, Vice President, Campus Planning Practice Director. (Recording at 1:43)

Dr. Ewell was joined by members of the Smith Group for a portion of the presentation and discussion.

Due to time constraints, Chair McCasland took agenda items out of order at this point in the meeting. The meeting minutes track the order in which items were considered by the Governing Board at the meeting, but the items retain the agenda number noted on the Board’s agenda.

3. Board Business

- a. District Governing Board Budget for Fiscal Year 2023 – Dr. Clint Ewell, Vice President of Finance, **INFORMATION, DISCUSSION AND DECISION** {Time:10} (Recording at 3:00)

Member Sigafos moved, seconded by Member Padilla, to approve the District Governing Board Budget as prepared. The motion passed 4-1 (Ayes: McCasland, Sigafos, Padilla, Kukyno; Nay: Chevalier).

- c. Consent Agenda – **DECISION** {Time 5} (Recording at 3:08:57)

- i. Board Workshop & Regular Meeting Minutes -Tuesday, February 22, 2022
- ii. Receipt of Report on Revenues and Expenditures for January 2022
- iii. Acceptance of President’s Report on Policy 206, College Planning
- iv. Summary of New Program Proposal for Legal Paraprofessional Certificate and Deletion of Paralegal Studies Certificate

Member Sigafos moved, seconded by Member Kukyno, to approve the consent agenda. The motion passed unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, Kukyno).

2. Study Session - Continued

- ii.. College Council – Dr. Diane Ryan, Dr. Emily Weinacker, and Ms. Janice Soutee, Student Engagement Coordinator
 1. Faculty Senate – Dr. Karen Palmer (Recording at 3:10)
 2. Staff Association – Julie Galgano (Recording at 3:13)
 3. Student Government Association – Danny Avelar, YCSGA Senator for the Verde Valley and Sedona Campuses. (Recording at 3:16)

Individuals gave reports on behalf of the College organizations they represent.

- c. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
 - i. President's Report on Board Policy 206, College Planning - Dr. Clint Ewell, Vice President of Finance (**Recording at 3:20**)

Dr. Ewell provided information regarding the President's Report on Board Policy 206, and in particular on the College's strategic planning process.
 - iii. Budget to Actual Monthly Report and Cash Reserves Monthly Report

Dr. Rhine reminded the Board this information was shared with them in their Board Packet.
- d. Board Liaisons' Reports - **INFORMATION AND DISCUSSION** {Time: 10} (**Recording at 3:25**)
 - i. Board Spokesperson – Board Chair McCasland
 - ii. Arizona Association of Community College Trustee (AACCT) – Board Chair McCasland
 - iii. Yavapai College Foundation – Board Chair McCasland

Chair McCasland noted that there was very little that had occurred since the previous Board meeting.
- e. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5} (**Recording at 3:25**)
 - i. 2021-2022 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats

Chair McCasland reminded the Board of the clarification that was sent out to them regarding Graduation dates being May 7th in Sedona at the Performing Arts Center and May 8th in Prescott Valley at the Findlay Toyota Center.
 - ii. 2021-2022 Dates, Times, and Places of Future College Events
 - iii. 2021-2022 Dates, Times, and Places of Future National, State, and Local Conferences
- f. Completion of ACCT Board Self-Assessment- Board Chair McCasland, **INFORMATION AND DISCUSSION** {Time:1} (**Recording at 3:26**)

3. Board Business – Continued

- b. 2022-2023 Yavapai College District Governing Board Schedule, Board Chair McCasland, **INFORMATION, DISCUSSION AND DECISION** {Time 10} (**Recording at 3:27**)
 - i. 2022-2023 Board's Self-Assessment Schedule

Member Sigafos moved to approve the 2022-2023 Board Self-Assessment Schedule. He then amended his motion and moved, seconded by Member Chevalier, to have move forward with only a Self-Assessment in Spring 2023 and no Self-Assessment in Fall 2022. The motion passed unanimously (Ayes: McCasland, Sigafos, Padilla, Chevalier, Kukyno).
 - ii. 2022-2023 Board Policy Review/Edit Schedule

The Board had no discussion and took no action on the remaining proposed schedule and meeting dates.

4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}
(Recording at 3:31)
Member Padilla moved, seconded by Member Kuknyo, to adjourn the meeting. The motion passed unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, Kukyno).

Meeting Adjourned: 4:36 p.m.

Respectfully submitted:

Beckey Massey, Recording Secretary

Date:

Ms. Deb McCasland, Board Chair

Mr. Ray Sigafos, Secretary

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

**For the Eight Months Ended February 28, 2022
Fiscal Year 2021-2022**

District Governing Board

Fiscal Year 2021-22 Budget:

\$ 183,000

EXPENDITURES (note 1):

Purpose	Year-to-Date Expenditures	Encumbered Obligations	Total Expenditures/Encumbrances
Salary Expenses	\$ 37,240	\$ 23,373	\$ 60,613
Association of Community College Trustees	16,046	-	16,046
Association of Community College Trustees	3,995	7,850	11,845
Catering/Food - Various	3,387	-	3,387
Chris Kuknyo	4,173	-	4,173
Conference Travel - Air, Lodging, Group Meals	9,395	-	9,395
Deborah McCasland	4,253	-	4,253
HF Group LLC	315	-	315
Mitch Padilla	677	-	677
Osborn Maledon PA	39,650	17,850	57,500
Paul Chevalier	406	-	406
Ray Sigafos	631	-	631
Supplies/Other	3,109	-	3,109
Yavapai Broadcasting	750	-	750
YC Printing Services	932	-	932
Yvonne Sandoval	465	-	465
			<u>174,497</u>

Remaining Budget - February 28, 2022

\$ 8,503

Agenda Item: 3.a.ii

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 28, 2022 - 66.7% of the Fiscal Year Complete

Fiscal Year 2021-2022
SUMMARY - ALL FUNDS

	Year-to-Date Revenues	Year-to-Date Revenues	Budget	Percent of Budget
REVENUES:				
General Fund	\$ 38,377,668	\$ 38,377,668	\$ 51,504,800	74.5%
Restricted Fund	14,781,063	14,781,063	23,618,500	62.6%
Auxiliary Fund	3,612,460	3,612,460	5,368,200	67.3%
Unexpended Plant Fund	7,863,282	7,863,282	9,654,300	81.4%
Debt Service Fund	1,509,902	1,509,902	2,260,900	66.8%
TOTALS	66,144,375	66,144,375	92,406,700	71.6%

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
General Fund	\$ 32,315,522	\$ 9,556,492	\$ 8,786,300	\$ 33,085,714	\$ 51,504,800	64.2%
Restricted Fund	13,977,005	915,811	472,095	14,420,721	23,618,500	61.1%
Auxiliary Fund	3,010,079	666,292	536,159	3,140,212	5,368,200	58.5%
Unexpended Plant Fund	7,556,519	2,569,348	-	10,125,867	9,654,300	104.9%
Debt Service Fund	59,800	1,446,234	-	1,506,034	2,260,900	66.6%
TOTALS	56,918,925	15,154,177	9,794,554	62,278,548	92,406,700	67.4%
SURPLUS/(DEFICIT)				\$ 3,865,827		

COMMENTS:

Through the eighth month, 67.4% of budget has been committed (excluding labor encumbrances) compared to 71.6% of revenues received.

The budget currently has a surplus of \$3,865,827.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 28, 2022 - 66.7% of the Fiscal Year Complete

Fiscal Year 2021-2022

GENERAL FUND

	Year-to-Date Revenues	Total Revenues	FY 21/22 Budget	Percent of Budget	FY 21/22 Estimate	Budget to Estimate Variance	FY 20/21 Actuals	Percent Change (Current Versus Prior Year)
REVENUES:								
Primary Property Taxes	\$ 27,257,048	\$ 27,257,048	\$ 41,008,600	66.5%	\$ 41,008,600	\$ -	\$ 25,981,051	4.9%
Primary Property Taxes - Contingenc	-	-	(930,000)	0.0%	(330,000)	600,000	-	0.0%
Tuition and Fees	10,005,474	10,005,474	10,574,000	94.6%	10,574,000	-	9,286,652	7.7%
Tuition and Fees - Contingency	-	-	(530,000)	0.0%	(100,000)	430,000	-	0.0%
State Appropriation - Maintenance	442,875	442,875	596,500	74.2%	596,500	-	439,350	0.8%
State Appropriation - Rural Aid	2,690,175	2,690,175	3,500,000	76.9%	3,500,000	-	-	100.0%
Other Revenues	217,370	217,370	615,100	35.3%	315,100	(300,000)	154,806	40.4%
Interest Income	17,659	17,659	50,000	35.3%	40,000	(10,000)	26,580	-33.6%
Fund Balance Applied to Budget	-	-	-	0.0%	-	-	1,312,267	-100.0%
General Fund Transfer In/(Out)	(2,252,933)	(2,252,933)	(3,379,400)	66.7%	(3,379,400)	-	(3,074,467)	-26.7%
TOTAL REVENUES	38,377,668	38,377,668	51,504,800	74.5%	52,224,800	720,000	34,126,239	12.5%

	Year-to-Date Expenditures	Total Expenditures and Non-Labor Encumbrances	FY 21/22 Budget	Percent of Actual and Non-Labor Encumbrances to Budget	FY 21/22 Estimate	Budget to Estimate Variance	FY 20/21 Actuals	Percent Change (Current Versus Prior Year)
EXPENDITURES (Note 1):								
Instruction	\$ 11,794,519	\$ 2,790,688	\$ 20,306,400	58.6%	\$ 19,737,800	\$ (568,600)	\$ 11,025,585	7.0%
Academic Support	3,143,437	1,058,397	4,740,800	66.7%	4,740,800	-	3,003,384	4.7%
Institutional Support	7,241,358	2,087,104	10,482,900	71.6%	10,430,500	(52,400)	6,820,621	6.2%
Student Services	4,392,611	1,438,794	6,943,700	63.9%	6,909,000	(34,700)	3,834,205	14.6%
Operation/Maintenance of Plant	3,858,604	1,141,550	6,542,400	61.9%	6,490,000	(52,400)	3,678,158	4.9%
Scholarships	1,229,810	-	1,013,200	121.4%	1,250,000	236,800	543,400	126.3%
Public Service	655,183	269,767	1,475,400	53.8%	1,431,100	(44,300)	230,381	184.4%
TOTAL EXPENDITURES	32,315,522	8,786,300	51,504,800	64.2%	50,989,200	(515,600)	29,135,734	10.9%
SURPLUS/(DEFICIT)								
			\$ 5,291,954		\$ -			

COMMENTS:

Third quarter State Aid was received in January 2022.
 Most of the Primary Property Taxes - Contingency will not be used because the State covered substantially all of the Transwestern property tax claim refund.
 Tuition and Fees revenues above budget due to most of the revenue related to the spring 2022 semester being recorded. This will even out the next few months.
 Institutional Support expenditures above budget due to the payment and or encumbering of various expenses at the beginning of the fiscal year (e.g. insurance, software licenses, IT maintenance, dues, etc.).
 Scholarships increased from the prior year due to the one class free initiative for the fall 2021 semester.
 Public Service increased from the prior year due to the current REDC expansion/initiative, as budgeted.
 The Budget currently has a surplus of \$5,291,954

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES

For the Eight Months Ended February 28, 2022 - 66.7% of the Fiscal Year Complete

Fiscal Year 2021-2022

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>	
Salaries	\$ 18,788,864	\$ 17,846,835	5.3%	1
Benefits	5,970,514	5,758,850	3.7%	
Supplies	1,730,154	1,321,915	30.9%	2
Contractual Services and Other	2,952,285	2,526,260	16.9%	3
Utilities & Communications	1,106,609	890,041	24.3%	4
Travel, Conferences & Memberships	537,286	248,433	116.3%	5
Scholarships	1,229,810	543,400	126.3%	6
	<u>\$ 32,315,522</u>	<u>\$ 29,135,734</u>	10.9%	

- 1** - Salaries increased due to annual raises, less vacancies and personnel added to the REDC as budgeted.
- 2** - Supplies increased from the prior year due to the post COVID-19 re-opening; mainly in instructional supplies, computer/phone/tech and food.
- 3** - Contractual Services and Other increased from the prior year due higher software maintenance costs and more advertising, consulting and professional services.
- 4** - Utilities & Communications increased from the prior year due to the post COVID-19 re-opening and higher utility utilization.
- 5** - Travel, Conferences & Memberships increased from the prior year as a result of increased travel, both in-state and out-of-state, due to the post COVID-19 re-opening.
- 6** - Scholarships increased due to the one-class free initiative done for the fall 2021 semester.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 28, 2022 - 66.7% of the Fiscal Year Complete

Fiscal Year 2021-2022

RESTRICTED FUND

	Year-to-Date Revenues	Total Revenues	Budget	Percent of Budget
REVENUES:				
Federal Grants and Contracts	\$ 12,170,950	\$ 12,170,950	\$ 19,520,000	62.4%
State Grants and Contracts	171,121	171,121	410,000	41.7%
Private Gifts, Grants and Contracts	490,363	490,363	983,200	49.9%
Proposition 301 Workforce Development	820,381	820,381	880,000	93.2%
Proposition 207 Workforce Development	603,848	603,848	900,000	67.1%
State Appropriation - STEM Workforce	524,400	524,400	701,300	74.8%
Fund Balance Applied to Budget	-	-	224,000	0.0%
TOTAL REVENUES	14,781,063	14,781,063	23,618,500	62.6%

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Instruction	\$ 1,066,702	\$ 658,235	\$ 259,649	\$ 1,465,288	\$ 4,839,600	30.3%
Academic Support	34,140	-	-	34,140	1,100,000	3.1%
Institutional Support	76,123	-	-	76,123	2,300,000	3.3%
Student Services	915,402	201,600	172,470	944,532	1,632,700	57.9%
Operation/Maintenance of Plant	24,922	-	-	24,922	3,700	673.6%
Scholarships	11,744,741	-	-	11,744,741	13,128,500	89.5%
Public Service	114,975	55,976	39,976	130,975	614,000	21.3%
TOTAL EXPENDITURES	13,977,005	915,811	472,095	14,420,721	23,618,500	61.1%
SURPLUS / (DEFICIT)				\$ 360,342		

COMMENTS:

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

Third quarter STEM Workforce appropriation was received in January 2022. Operation/Maintenance of Plant expenses are COVID-19 related (e.g. sanitizer, gloves, air filters etc.) and are reimbursed under the federal HEERF grant. Scholarships at 89.5% of budget due to the spring 2022 financial aid awards being made. This will even out over the next few months.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 28, 2022 - 66.7% of the Fiscal Year Complete

Fiscal Year 2021-2022

UNEXPENDED PLANT FUND

	Year-to-Date Revenues	Total Revenues	Budget	Percent of Budget
REVENUES:				
Primary Property Taxes	\$ 5,244,552	\$ 5,244,552	\$ 7,890,500	66.5%
Primary Property Taxes - Contingency	-	-	(45,000)	0.0%
Investment Income	9,438	9,438	30,000	31.5%
Other	43,731	43,731	30,000	145.8%
Yavapai College Foundation Contribution	726,761	726,761	350,000	207.6%
Fain Land Purchase Contribution	440,000	440,000	-	100.0%
General Fund Transfer In	600,000	600,000	600,000	100.0%
Fund Balance	798,800	798,800	798,800	100.0%
TOTAL REVENUES	7,863,282	7,863,282	9,654,300	81.4%

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non- Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Planned Maintenance	\$ 2,894,836	\$ 1,059,516	\$ -	\$ 3,954,352	\$ 3,974,000	99.5%
Unplanned Maintenance	298,792	52,266	-	351,058	275,600	127.4%
Capital Improvement Projects	3,398,589	654,433	-	4,053,022	2,195,000	184.6%
Equipment	775,216	694,057	-	1,469,273	2,091,000	70.3%
Furniture and Fixtures	144,566	24,877	-	169,443	257,500	65.8%
Library Books	44,520	24,199	-	68,719	98,700	69.6%
Capital Contingency	-	60,000	-	60,000	762,500	7.9%
TOTAL EXPENDITURES	7,556,519	2,569,348	-	10,125,867	9,654,300	104.9%
SURPLUS/(DEFICIT)				\$ (2,262,585)		

COMMENTS:

The Budget currently has a deficit of (\$2,262,585) as a result of the \$2.2M PV land purchase, approved by the DGB, that closed in January 2022. The purchase price of the land exceeded the amount budgeted. In addition, a significant amount of Capital Improvement and Preventative Maintenance projects are encumbered for the fiscal year.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 28, 2022 - 66.7% of the Fiscal Year Complete

Fiscal Year 2021-2022

AUXILIARY FUND

	Budgeted Revenues	Budgeted Expenses	Budgeted Surplus/ (Deficit)	Actual Revenues	Actual Expenditures and Non-Labor Encumbrances	Year-to-date Surplus/ (Deficit)
AUXILIARY ENTERPRISES						
Residence Halls and Summer Conferences	\$ 1,252,000	\$ 423,900	\$ 828,100	\$ 1,150,361	\$ 222,481	\$ 927,880
Transfer To Debt Fund to Pay Revenue Bonds	(402,800)	-	(402,800)	(268,533)	-	(268,533)
Subtotal - Residence Halls and Summer Conferences	849,200	423,900	425,300	881,828	222,481	659,347
Bookstore Rental and Commissions	80,000	-	80,000	67,135	-	67,135
Food Service & Vending	100,000	224,900	(124,900)	71,219	107,288	(36,069)
Edventures	371,100	381,000	(9,900)	37,455	37,585	(130)
Winery - Tasting Room	205,000	323,000	(118,000)	239,985	191,472	48,513
Family Enrichment Center	710,500	913,700	(203,200)	375,377	435,767	(60,390)
Community Events	777,200	1,024,300	(247,100)	414,368	645,770	(231,402)
Performing Arts Productions	247,000	242,000	5,000	185,137	217,082	(31,945)
SBDC (Federal Grant Match Requirement)	-	100,500	(100,500)	-	65,067	(65,067)
Yavapai College Foundation	443,000	443,000	-	283,649	283,649	-
Other Auxiliary Enterprises	171,600	101,100	70,500	113,907	154,843	(40,936)
General Fund Transfer In	1,413,600	-	1,413,600	942,400	-	942,400
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,090,800	(1,090,800)	-	779,208	(779,208)
	\$ 5,368,200	\$ 5,368,200	\$ -	\$ 3,612,460	\$ 3,140,212	\$ 472,248

Comments:

Residence Halls and Summer Conferences have a large surplus due to all of the spring 2022 semester room revenues being recorded. This will even out over the next few months as the expenses catch up.
The Budget currently has a surplus of \$472,248.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Eight Months Ended February 28, 2022 - 66.7% of the Fiscal Year Complete

Fiscal Year 2021-2022

DEBT SERVICE FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
REVENUES:					
Secondary Property Taxes	\$ 272,848		\$ 272,848	\$ 410,500	66.5%
Secondary Property Taxes - Contingency	-		-	(5,000)	0.0%
Investment Income	1,321		1,321	1,800	73.4%
General Fund Transfer In	910,533		910,533	1,365,800	66.7%
Auxiliary Fund Transfer In	268,533		268,533	402,800	66.7%
Fund Balance Applied to Budget	56,667		56,667	85,000	66.7%
TOTAL REVENUES	1,509,902		1,509,902	2,260,900	66.8%

	<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>
DEBT SERVICE FUND						
EXPENDITURES (Note 1):						
General Obligation Bonds						
Principal Payments	\$ -	\$ 313,333	\$ -	\$ 313,333	\$ 470,000	66.7%
Interest Payments	9,400	3,133	-	12,533	18,800	66.7%
PRO Refunding Revenue Bonds						
Principal Payments	-	886,667	-	886,667	1,330,000	66.7%
Interest Payments	17,900	5,967	-	23,867	35,800	66.7%
Revenue Bonds						
Principal Payments	-	226,667	-	226,667	340,000	66.7%
Interest Payments	31,400	10,467	-	41,867	62,800	66.7%
Bank Fees	1,100	-	-	1,100	3,500	31.4%
TOTAL EXPENDITURES	59,800	1,446,234	-	1,506,034	2,260,900	66.6%
SURPLUS/(DEFICIT)				\$ 3,868	\$ -	

COMMENTS:

Through the eighth month, 66.6% of budget has been committed compared to 66.8% of revenues received.

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

Agenda Item: 3.a.iii

**INTERGOVERNMENTAL AGREEMENT
BETWEEN
YAVAPAI COMMUNITY COLLEGE DISTRICT
AND
[CHARTER SCHOOL]**

This Intergovernmental Agreement (“Agreement”) is entered into between [redacted] County Community College District (“College”), and [redacted] (“Charter School”) (collectively “Parties”). Both Parties are public agencies of the State of Arizona as defined in Arizona Revised Statutes (“A.R.S.”) § 11-951.

BACKGROUND

College and Charter School are authorized to enter into this Agreement pursuant to A.R.S. § 15-342(13), § 15-701.01(F), § 15-1444(B)(4), and § 15-1821.01. Grant schools are authorized to participate in this Agreement under the Tribally Controlled Schools Act, 25 U.S.C. § 2501 *et seq.* This Agreement and its use are mandated under A.R.S. § 15-1821.01(1).

College has determined that it is desirable to offer college level courses that may be counted toward both high school and college graduation requirements at the high school during the school day.

Charter School desires that College provide to high school students college level courses that may be counted toward both high school and college graduation requirements.

AGREEMENT

In consideration of the mutual promises contained herein, the Parties agree as follows:

1. PURPOSE

The purpose of this Agreement is to set forth the understanding of the Parties as to their respective responsibilities and rights in providing Dual Enrollment Courses, as defined in Section 2 below, to eligible School District students.

2. DEFINITION

“Dual Enrollment Course” shall have the same definition as set forth in A.R.S. § 15-101(11). Pursuant to A.R.S. § 15-1821.01(3), physical education shall not be available as a Dual Enrollment Course.

3. EFFECTIVE DATE AND TERM

- A. This Agreement shall be effective:
 - i. After the governing boards of Charter School and College have approved it; and
 - ii. On the date that authorized representatives of both Parties have signed it (“Effective Date”).

B. The term of this Agreement shall be from the Effective Date through June 30, 2024 (“Term”).

4. OBLIGATIONS OF COLLEGE

4.1 General Course Requirements

A. College will offer Dual Enrollment Courses to Charter School freshmen, sophomores, juniors or seniors who meet College’s prerequisites.

B. Pursuant to A.R.S. § 15-1821.01(3), College will ensure that all Dual Enrollment Courses offered to Charter School students are:

1. of a quality and depth to qualify for college credit, as determined by College;
2. evaluated and approved through the College curriculum approval process;
3. at a higher level than taught by the Charter School high school;
4. transferable to an Arizona public university or applicable to an established community college occupational degree or certificate program; and
5. compliant with all other standards for College courses.

Dual Enrollment Courses offered pursuant to this Agreement are listed in Exhibit A attached to this Agreement, which shall be updated annually by College.

C. Students enrolled in Dual Enrollment Courses shall be admitted to College for college level credit under the College’s current procedures for admission of students to College, and in compliance with A.R.S. § 15-1821.01 and A.R.S. § 15-1805.01. For students under the age of 18, the College’s admission policies shall comply, at a minimum, with the provisions of A.R.S. § 15-1805.01. In addition, the College may admit such students if they satisfy an alternative standard established by College.

D. College retains the right to refuse admission to and remove a student from Dual Enrollment Courses in accordance with College policy.

E. College shall determine residency status of students for tuition purposes in accordance with A.R.S. § 15-1801 *et seq.*

F. College will provide to Charter School the instructional information necessary to meet the goals of the courses delivered, including but not limited to College approved textbook titles, syllabi, course outlines and grading standards applicable to the Dual Enrollment Courses.

G. College will ensure that instructors of Dual Enrollment Courses follow the Dual Enrollment Course guidelines, and that the same standards of expectation and assessment that are applied to other College courses are applied to the Dual Enrollment Courses.

H. For each student, College will assign an identification number to the student that shall correspond to or reference the State Student ID number assigned to the student. Charter School will provide College with the State Student ID number for each student as provided in Section 5.1(F).

I. College will grant College credit for a Dual Enrollment Course when a student satisfactorily completes the course.

4.2 Instructors and Instruction

A. College will ensure that Charter School instructors teaching Dual Enrollment Courses have valid College teaching qualifications in the field being taught and are selected and evaluated by College using the same procedure and criteria that are used for instructors at College campus.

B. If College is providing the instructor for a Dual Enrollment Course, College will provide at College's expense a substitute instructor, as necessary and as agreed upon by Charter School, to cover the absence of any College instructor teaching a Dual Enrollment Course.

4.3 Assessment and Monitoring

A. Except for vocational and occupational Dual Enrollment Courses, and if required by College policy, College will assess each student who seeks enrollment in a Dual Enrollment Course through an assessment test prior to, or at the time of, enrollment to determine and assure proper placement in the Dual Enrollment Courses.

B. College will involve full-time College faculty who teach a particular discipline in Dual Enrollment Course selection and implementation, and in Dual Enrollment Course faculty selection, orientation, professional development and evaluation, as required by A.R.S. § 15-1821.01(4) & (5).

C. College will designate a liaison officer to assist with dual enrollment activities and to meet with the liaison designated by Charter School as necessary to review Dual Enrollment Course outlines and School District's high school scope and sequence, and to review and amend the course outlines as necessary.

4.4 Policy and Procedure

A. College will comply with all applicable procedures and requirements for the Dual Enrollment Courses set out in state statute and College policy.

B. College will provide Charter School with College policies and procedures applicable to students enrolling in Dual Enrollment Courses.

C. College will provide Charter School access to the educational records of students as necessary to carry out the terms of this Agreement, and limit access to such records to employees who have a legitimate interest and a need to know the substance of the particular record, understanding that students enrolled in the Dual Enrollment Courses will be enrolled in both Charter School and College. Pursuant to the Family Educational Rights and Privacy Act of 1974, as amended ("FERPA"), and applicable regulations, Charter School and College may disclose educational records of students to each other as "officials of another school system" where the student is enrolled.

4.5 Students with Disabilities

A. After notification from Charter School of a student's need, if College is providing the instructor for a Dual Enrollment Course, College will cooperate with Charter School to ensure the instructor complies with Section 504 of the Rehabilitation Act of 1973, as amended, or the Individuals with Disabilities Education Act ("IDEA"), as applicable. College shall work with Charter School in determining appropriate accommodations or special education services; however, Charter School shall be responsible for ensuring that the student receives a free appropriate public education ("FAPE") in conformity with his or her 504 Plan or individualized education program ("IEP"), including special education and related services, as applicable, and shall continue to have the financial and administrative responsibility for providing and implementing all necessary accommodations or services. This Agreement does not relieve Charter School of any of its legal duties under applicable Federal or State law, including but not limited to Charter School's obligations relating to child find, evaluation, and placement of students with disabilities.

B. College will provide training and guidance to instructors and other personnel in the area of compliance with the Americans with Disabilities Act ("ADA") and the Rehabilitation Act of 1973, as amended, as the Acts specifically relate to instructing students in a postsecondary education situation.

5. OBLIGATIONS OF SCHOOL DISTRICT

5.1 General Course Requirements

A. Charter School will provide an opportunity for Charter School students who meet criteria pursuant to Paragraph B of this Section 5.1 to enroll in Dual Enrollment Courses and to receive college credit and credit toward high school graduation.

B. Pursuant to A.R.S. § 15-1821.01(6), Charter School will ensure that each student who enrolls for a Dual Enrollment Course pursuant to this Agreement is a full-time student and is currently enrolled in and attending a full-time instructional program, as defined in A.R.S. § 15-901, in a school in Charter School, except that high school seniors who satisfy high school graduation requirements with less than a full-time instructional program shall be exempt from this provision.

C. If Charter School is providing the instructor for the Dual Enrollment Course, Charter School will provide instruction in accordance with the policies, regulations and instructional standards of College in courses designated as Dual Enrollment Courses to students of Charter School at a Charter School facility.

D. Charter School will verify that each student enrolled in a Dual Enrollment Course, including those not electing to enroll for College credit, satisfies the prerequisites for the Dual Enrollment Course as published in College's catalog and complies with College policies and this Agreement regarding student placement in courses.

E. Charter School will adopt and utilize College approved textbooks, course outlines, and grading standards applicable to the Dual Enrollment Courses being taught. Charter School shall provide textbooks for the students. Each student shall be responsible to purchase other supplies, if any, required for the Dual Enrollment Course. Classroom supplies normally supplied by College are included in tuition charges.

F. For each student enrolling in a Dual Enrollment Course, Charter School will enroll the student using the student's State Student ID number and provide that number to College.

5.2 Instructors and Instruction

A. If Charter School is to provide the instructor, Charter School will nominate an instructor qualified in the appropriate subject area for each Dual Enrollment Courses and submit each instructor's name and credentials to College for approval.

B. Charter School will ensure that Charter School instructors teaching Dual Enrollment Courses provide instruction in accordance with the policies, regulations and instructional standards of College and comply with College assessments.

C. If Charter School is providing the instructor, Charter School will provide at Charter School's expense a substitute instructor, as necessary and as agreed upon by College, to cover the absence of a Charter School instructor who teaches a Dual Enrollment Course. In the case of substitutions exceeding 10 consecutive school days, Charter School shall notify College in writing of the name and credentials of the substitute instructor.

5.3 Assessment and Monitoring

Charter District will designate a liaison officer to assist with dual enrollment activities and to meet with the College designated liaison as necessary to review Dual Enrollment Course outlines and Charter School's high school scope and sequence to review and amend the course outlines as necessary.

5.4 Policy and Procedure

A. Charter School will ensure that each student seeking enrollment in a Dual Enrollment Course:

1. has completed the necessary College admissions and registration process;
2. has completed College assessment examinations, if required by College;
3. is aware the student is subject to both Charter School policies and procedures and College policies and procedures;
4. is aware the student is participating in a college level course, even though provided at the Charter School, and should act appropriately; and
5. is aware of the requirements for determination of eligibility for College in-state tuition, if applicable under the terms of this Agreement.

B. Charter School will ensure that each instructor of Dual Enrollment Courses agrees to be subject to Charter School policies and procedures and College policies and procedures, including the right of College to withdraw authorization of the instructor's participation in Dual Enrollment Courses for failure to follow College requirements.

C. Charter School will provide College access to the educational records of students as necessary to carry out the terms of this Agreement, and limit access to such records to employees who have a legitimate interest and a need to know the substance of the particular record, understanding that students enrolled in the Dual Enrollment Courses will be enrolled in both Charter School and College. Pursuant to FERPA and applicable regulations, Charter School and College may disclose educational records of students to each other as “officials of another school system” where the student is enrolled.

5.5 Students with Disabilities

Charter School will determine the appropriate accommodations for each qualified student with disabilities in accordance with the ADA and Section 504 of the Rehabilitation Act of 1973 or the IDEA, as applicable, submit appropriate documentation on students with disabilities to the Disabilities Coordinator at College, and implement accommodations or special education services as required by Federal and State law and as negotiated between the College Disability Resource office and Charter School. Charter School shall work with College in determining appropriate accommodations or special education services. Charter School shall be responsible for ensuring that each qualified student receives a FAPE in conformity with his or her 504 Plan or IEP, including special education and related services, as applicable, and shall continue to have the financial and administrative responsibility for providing and implementing all necessary accommodations or services. This Agreement does not relieve Charter School of any of its legal duties under applicable Federal or State law, including but not limited to Charter School’s obligations relating to child find, evaluation, and placement of students with disabilities.

5.7 Facilities and Funding

A. Charter School will provide classroom/laboratory space in which Dual Enrollment Courses and activities will be conducted. Facilities and ancillary services provided for the delivery of Dual Enrollment Courses shall comply with all applicable provision of the state Fire Marshall Code, any local fire and safety regulations, and all other applicable federal and state laws.

B. Payment, if any, for facilities and ancillary services shall be designated in Exhibit B attached to this Agreement, which shall be updated annually by College.

6. MUTUAL AGREEMENTS

6.1 Instructor

A. Throughout the term of this Agreement, an instructor provided by Charter School shall remain an employee of Charter School, and shall be subject to the terms and conditions of the instructor’s employment contract and Charter School policy, but shall also be subject to continuing approval by College. Should a Charter School instructor violate College procedure or policy, College may withdraw authorization for the instructor to participate in the dual enrollment program and Charter School, upon such withdrawal of authorization, shall substitute another qualified instructor and notify College in writing of such substitution. The instructor must be approved by College pursuant to the terms of this Agreement.

B. Throughout the term of this Agreement, an instructor provided by College shall remain an employee of College, and shall be subject to the terms and conditions of the instructor's employment contract and College policy, but shall also be subject to Charter School policy. Should a College instructor violate Charter School procedure or policy, Charter School may ask College to withdraw authorization for the instructor to participate in the dual enrollment program and College, upon such withdrawal of authorization, shall substitute another qualified instructor and notify Charter School in writing of such substitution.

6.2 Students

Each student enrolled in a Dual Enrollment Course, even though enrolled as a College student during the term of the Dual Enrollment Course, shall remain a student of Charter School and shall follow the schedule and calendar of classes applicable for Dual Enrollment Courses, as established by Charter School and approved by College.

6.3 Removal from Course

Charter School retains the right to refuse to allow a student to enroll in a Dual Enrollment Course and to discipline and/or remove any student from the Dual Enrollment Course in accordance with Charter School policies. College shall have the right to request Charter School to remove a student from a Dual Enrollment Course.

6.4 Schedule and Number of Students

Charter School and College shall mutually determine the schedule of, and maximum and minimum number of students to enroll in, each Dual Enrollment Course. Such schedule shall not be changed except by prior written agreement of Charter School and College. Charter School and College must mutually agree if any student who is not a student of Charter School will be enrolled in a Dual Enrollment Course; provided, however, that any such student must comply with the admissions requirements and course prerequisite requirement provisions of this Agreement.

6.5 Availability of Instructors

Availability of Dual Enrollment Courses offered by College shall be dependent on the availability of appropriately qualified instructors. College may compensate Charter School for the services of a qualified instructor provided by Charter School or, alternatively, College may provide a qualified instructor to deliver any Dual Enrollment Course.

6.6 Guidelines

Charter School and College shall ensure that each student enrolled in a Dual Enrollment Course, and all personnel of Charter School and all personnel of College who are involved in the dual enrollment program are provided with dual enrollment guidelines, and that such persons agree to review and comply with the guidelines.

6.7 Rigor of Courses

College and Charter School agree that college level courses are rigorous and demanding courses, and the standards and criteria of any Dual Enrollment Course shall meet statutory and College criteria, and such criteria shall not be diminished for the purpose of the dual enrollment program.

7. FINANCIAL PROVISIONS AND FORMAT FOR BILLING: See Exhibit A attached.

7.1 Fees

Fees and charges for the Dual Enrollment Courses and program are provided on Exhibit B attached to this Agreement, which shall be updated annually by College.

7.2 Supplies

Charter School will provide and pay for basic textbooks, workbooks, supplies and other costs related to the teaching of and the administration of Dual Enrollment Courses within Charter School.

7.3 Tuition

- A. Either the student or Charter School shall be responsible for payment of tuition to College, as specified in Exhibit B.
- B. College may provide grants, scholarships or financial aid in accordance with College policies and as set forth on Exhibit B, which may be amended annually by College. In addition, College may offset tuition payments owed to College by Charter School with payments due from College to Charter School.
- C. Charter School understands and agrees that tuition charges for students enrolled under this program may vary from student to student depending upon the total number of student credit hours for which each student has enrolled each term, and depending upon the student's eligibility for in-state tuition. Pursuant to A.R.S. § 15-1802(C), the residency of an unemancipated student under the age of 19 years will be that of the student's parent or legal guardian, and any student who does not meet the statutory requirements for in-state tuition will be charged out-of-state tuition rates, to the extent such separate rates are established by this Agreement.

7.4 Billing Format

The format for the billing of all services pursuant to this Agreement is set forth on Exhibit B. All bills under this Agreement shall include all information required by A.R.S. § 15-1821.01(1)(a).

7.5 Manner of Financing

Charter School and College will each fund their respective obligations under this Agreement through their respective budgeting process.

8. RECORDS

All accounts, reports, files and other records relating to this Agreement shall be kept for a minimum of 5 years after termination of this Agreement and shall be open to reasonable inspection and audit by the other party during that period. Audits may be conducted, at a time mutually agreed upon by the parties, by any appropriate political subdivision or agency of the State of Arizona or by representatives of the comptroller General of the United States or the Secretary of Education when required by applicable federal regulations.

9. CONFIDENTIALITY

All written student records shall be kept confidential in accordance with FERPA and regulations adopted pursuant to FERPA, the IDEA and regulations adopted thereunder, and applicable state laws and Charter School policies controlling the disclosure of personally identifiable information from a student's education records.

10. TERMINATION/DISPOSITION OF PROPERTY

10.1 Termination

Either Party may terminate this Agreement for any reason following written notice to the other Party of intent to terminate delivered not less than 90 days prior to the intended date of termination. Except as provided in this section 10, termination shall only be effective at the end of a semester, and no Dual Enrollment Course shall be terminated prior to such effective date.

10.2 No Relief from Obligations

Termination of this Agreement shall not relieve either Party from its obligation to pay for services provided prior to termination and those for any student already admitted and enrolled in a course or courses and obtaining dual credit at the time of termination or notice thereof.

10.3 Disposition of Property

The Parties do not contemplate joint acquisition of any property pursuant to this Agreement. Upon termination of this Agreement, equipment furnished or purchased by College for the program shall be retained by College, and equipment furnished or purchased by Charter School for the program shall be retained by Charter School.

11. RESPONSIBILITY

11.1 Conduct of Operations

Each Party agrees to be responsible for the conduct of its operations and performance of contract obligations and the actions of its own personnel while performing services under this Agreement, and each party shall be solely responsible for supervision, daily direction, control of payment of salary (including withholding for payment of taxes and social security), workers' compensation and disability benefits.

11.2 Indemnification

Each Party, to the greatest extent legally permissible, shall indemnify, defend, and hold harmless the other Party from any liability resulting from the negligence, intentionally tortious, or willful misconduct of the indemnifying Party's employees, officers, students and agents.

12. CANCELLATION FOR CONFLICT OF INTEREST

This Agreement may be canceled pursuant to A.R.S. § 38-511, the pertinent provisions of which are fully incorporated herein by reference.

13. NON-ASSIGNABILITY

Neither Party may assign any right or delegate a duty or responsibility under this Agreement without the prior written consent of the other Party.

14. COMPLIANCE WITH NON-DISCRIMINATION LAWS

To the extent applicable, the Parties shall comply with all College non-discrimination policies and all state and federal non-discrimination laws and regulations, including Executive Order 2009-09.

15. RIGHTS/OBLIGATIONS OF PARTIES ONLY

The terms of this Agreement are intended only to define the respective rights and obligations of the Parties. Nothing expressed herein shall create any rights or duties in favor of any potential third party beneficiary or other person, agency or organization.

16. ENTIRE AGREEMENT

This Agreement, and its attachments as noted herein, constitutes the entire agreement between the Parties, and, except as previously noted, all prior or contemporaneous oral or written agreements are superseded by this Agreement. There are no representations or other provisions other than those contained herein, and any amendment or modification of this Agreement shall be made in writing and signed by the Parties to this Agreement.

17. INVALIDITY OF PART OF THE AGREEMENT

If any part of this Agreement is held to be illegal, invalid or void by a court of competent jurisdiction, the remainder of this Agreement shall remain in full force and effect with those offending portions omitted.

18. GOVERNING LAW

This Agreement shall be construed under the laws of the State of Arizona and shall incorporate by reference all laws governing intergovernmental agreements and mandatory contract provisions of state agencies required by statute or executive order.

All statutes and regulations referenced in this Agreement are incorporated herein as if fully stated in their entirety in the Agreement. Each Party agrees to comply with and be responsible for the provisions, the statutes, and the regulations set out in this Agreement.

19. NOTICE

All notices, requests for payment, or other correspondence between the Parties regarding this Agreement shall be mailed United States postage prepaid or delivered personally to the respective parties at the following addresses:

20. LEGAL WORKER REQUIREMENT

To the extent applicable under Arizona Revised Statutes § 41-4401, each Party may not award a contract to any contractor who fails, or whose subcontractors fail, to verify the employment eligibility through the e-verify program of any employee it hires, and who does not comply with federal immigration laws and regulations relating to their employees. As mandated by A.R.S. § 41-4401, this provision provides notice of those requirements.

21. WORKERS COMPENSATION

For purposes of workers' compensation, an employee of a Party to this Agreement, who works under the jurisdiction or control of, or who works within the jurisdictional boundaries of another Party pursuant to this Agreement, is deemed to be an employee of both the Party who is her primary employer and the Party under whose jurisdiction or control or within whose jurisdictional boundaries she is then working, as provided in A.R.S. §23-1022(D). The primary employer of such employee shall be solely liable for payment of workers' compensation benefits for the purposes of this section. Each Party herein shall comply with the provisions of A.R.S. §23-1022(E) by posting the notice required.

If to College:
Yavapai College
Attn: Purchasing and Contracting Department
1100 E. Sheldon Street
Prescott, AZ 86301

If to Charter School:

COLLEGE

CHARTER SCHOOL

By: Lisa B. Rhine, Ph. D.
Title: President

By:
Title:

Date

Date

REVIEWED AND APPROVED AS TO FORM

Pursuant to A.R.S. § 11-952(D), the attorney for each of the parties has determined that the foregoing Agreement is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the party represented by such attorney.

OD

By: <u><i>Claire DeChambre for C. Bennett Hubert</i></u>	By: _____
Title: <u><i>Attorney</i></u>	Title: _____
Counsel for Yavapai County Community College District	Counsel for _____ School District
Dated: <u><i>2/30/22</i></u>	Dated: _____

EXHIBIT A

**TYPE OF INSTRUCTION
DUAL ENROLLMENT COURSES**

COURSES AND CREDITS

For complete course descriptions, refer to the current College catalog.
Semester 1 is Fall, Semester 2 is Spring and Semester 3 is a Year-long course.

COLLEGE TITLE	COURSE CREDITS	SEMESTER	INSTRUCTOR	H.S. TITLE
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EXHIBIT B

FINANCIAL PROVISIONS

*Fill in the blanks. If the information is not applicable, indicate N/A in the blank.
Additional directions for completing this form are in italics.*

1. INSTRUCTORS

Instructors shall be provided as follows: *(Check the appropriate line)*

- Charter School shall provide and pay all instructors.
- College shall provide and pay all instructors.
- Each party shall provide and pay for instructors as follows: _____

2. PAYMENTS TO THE SCHOOL DISTRICT

For each course for which the Charter School provides and pays for the instructor, the College shall pay the Charter School zero Dollars (\$0) per credit hour for each properly enrolled student, capped at zero Dollars (\$0) per credit hour for each course. *(Indicate N/A if there is no cap.)*

Invoices from the Charter School to the College shall be based on College course rosters and include the information listed in Exhibit A of this Agreement.

**3. PAYMENTS OF TUITION AND FEES/COSTS TO THE COLLEGE
TUITION:**

No tuition is charged for Dual Enrollment classes.
College tuition in non-Dual Enrollment classes varies based on discipline for in-state students. The tuition rates range from ninety-eight to two hundred Dollars (\$98 to \$200) per credit hour for each in-state student. College tuition also varies for out-of-state students based on discipline and the number of credit hours in which the student is enrolled. The tuition rates range from one hundred forty-three to four hundred eighty-two Dollars (\$143 to \$482) per credit hour for each student who, pursuant to A.R.S. §15-1802 or A.R.S. §15-1803, does not qualify for in-state student status.
(see <https://www.yc.edu/v6/academics/tuition-fees.html> for specific information about tuition rates).

ADDITIONAL FEES AND/OR COSTS:

Set out below are additional fees and costs and, for each, a designation as to whether the Charter School or student is responsible for payment of each fee or cost

Fees and Costs (Including special course fees; assessment costs, if any; etc.)	<i>For each fee or cost, check the appropriate line to indicate whether the Charter School or student is responsible for payment to the College of the fee or cost. .</i>
1. There is a \$10 per credit hour cost for Dual Enrollment classes.	District <input checked="" type="checkbox"/> Student <input type="checkbox"/>

4. COLLECTION AND PAYMENT OF TUITION AND FEES/COSTS

Check the appropriate line:

- Charter School is responsible for payment of tuition to the College.
- Each student is responsible for payment of tuition to the College.

For tuition and fee/cost payments required to be made by the Charter School to the College:

- A. Charter School is authorized and retains the discretion to collect tuition and fee/cost payments from its students to the extent Charter School deems appropriate; and
- B. Charter School may reduce its required payment of tuition and fees/costs owed to the College pursuant to paragraph 3 by the amount of any payment owed to Charter School by the College pursuant to paragraph 2.

For any tuition and fee/cost payment required to be made by a student to the College, the College shall establish an individual billing account for that student and the billing for such tuition and/or fees and costs shall occur in accordance with College policies and procedures.

5. FINANCIAL AID

Except as indicated in this section, College offers no grant, scholarship or financial aid for the dual enrollment program.

6. FORMAT OF INVOICES BETWEEN THE SCHOOL DISTRICT AND COLLEGE

The Charter School and College shall send invoices to the other to the attention and at the address listed below no later than thirty (30) days after the end of each semester. Each invoice shall detail any payments due. Payments shall be due within thirty (30) days of receipt of an invoice.

Payments to be sent to the College:
Yavapai College
Attn: Accounting Manager
1100 E. Sheldon Street
Prescott, AZ 86301

Invoices to be sent to the Charter School:
(specify administrator and address)

7. FULL TIME STUDENT EQUIVALENT FINANCIAL INFORMATION

Amount College received in FTSE in prior academic year:
(Specify dollar amount)

\$

Portion of that FTSE distributed to Charter School:
(Specify percentage or dollar amount)

\$0

Amount Charter School returned to College:
(Specify percentage or dollar amount)

\$0

Dual Enrollment Classes currently planned for 2022-23

Note: Semester 1 is Fall, Semester 2 is Spring, and Semester 3 is a Year-long course.

American Heritage Academy

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Beginning Spanish I	SPA 101	4	1	Reihl
Beginning Spanish II	SPA 102	4	2	Reihl

Bagdad Unified School District #20

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
?? Basic Carpentry I	CBT 100	8	3	TBD
?? Basic Carpentry II	CBT 110	8	3	TBD
Culinary Principles	CUL 101	4	1	Bradford
Culinary Fundamentals: Hot Foods	CUL 102	4	2	Bradford
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	Bradford
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	Bradford
College Mathematics	MAT 142	3	1	Diehl
Elementary Statistics	MAT 167	3	2	Diehl
Precalculus (Algebra)	MAT 182	3	1	Diehl
Precalculus (Trigonometry)	MAT 183	2	2	Diehl
?? Oxyacetylene	WLD 130	4	2	TBD
?? Arc I	WLD 140	4	1	TBD
?? Arc II	WLD 145	4	2	TBD
?? Blueprint Reading	WLD 156	4	1	TBD
?? Gas Metal Arc Welding	WLD 210	4	1	TBD
?? Welded Metal Fabrication	WLD 250	4	2	TBD

Bradshaw Mountain High School (Humboldt Unified School District #22)

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Nursing Assistant	AHS 114	5	3	Smith
College Composition I	ENG 101	3	1	Leveron
College Composition II	ENG 102	3	2	Leveron
College Math	MAT 142	3	1	Larson
Precalculus (Algebra)	MAT 182	3	1	Young
Precalculus (Trigonometry)	MAT 183	2	2	Young
Principles of Management	MGT 220	3	2	Hall
Human Resource Management	MGT 223	3	2	Hall
Principles of Marketing	MGT 230	3	1	Hall
Business Communication	MGT 233	3	1	Hall
Beginning Spanish I	SPA 101	4	1	Van Oss
Beginning Spanish II	SPA 102	4	2	Van Oss
Lighting for Stage and Media	THR 160	3	2	Russell
Sound Design for Stage and Media	THR 161	3	1	Russell
Costuming, Hair and Make-Up	THR 163	3	2	Russell
Theatre Set & Props Building	THR 164	3	1	Russell
<u>Practicums (THR 144 / 145 / 146 / 147)</u>		1	1 or 2	Russell

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	4	1	Sanderlin
Cybersecurity Principles	CNT 105	3	1	Sanderlin
A+ Computer Technician Certification	CNT 110	4	2	Sanderlin
Introduction to Windows Server	CNT 120	3	1	Sanderlin
Security+: Implement & Maintain Network Security	CNT 135	3	2	Sanderlin
<u>Cisco Routing and Switching I</u>	CNT 140	4	2	Sanderlin

Camp Verde Unified School District #28

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	2	Tudor
Auto/Diesel Electrical Systems	AUT 109	4	1	Tudor
Auto Engine Repair	AUT 153	4	2	Tudor
<i>NOTE: AUT 123 and 126 alternate with AUT 109 and 153</i>				
First Aid/CPR/AED & Safety	EXW 153	2	1	Tudor
College Mathematics	MAT 142	3	1	Lewis
Elementary Statistics	MAT 167	3	2	Lewis
Precalculus (Algebra)	MAT 182	3	1	Andrews
Precalculus (Trigonometry)	MAT 183	2	2	Andrews
Calculus & Analytic Geometry I	MAT 220	5	1	Lewis
Calculus & Analytic Geometry II	MAT 230	5	2	Lewis

Chino Valley Unified School District #51

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Intro to Animal Industry	AGS 120	4	3	Hicks
Agricultural Mechanics	AGS 215	3	3	Holder
Horticulture Fall Production	AGS 250	4	3	Hicks
Culinary Principles	CUL 101	4	1	Boris
Culinary Fundamentals: Hot Foods	CUL 102	4	2	Boris
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	Boris
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	Boris
College Composition I	ENG 101	3	1	Reiman
College Composition II	ENG 102	3	2	Reiman
Major Issues in World Literature	ENG 217	3	2	Reiman
Introduction to Shakespeare	ENG 242	3	1	Reiman
College Mathematics	MAT 142	3	1	Isenberg
Elementary Statistics	MAT 167	3	2	Isenberg
Precalculus (Algebra)	MAT 182	3	1	Isenberg
Precalculus (Trigonometry)	MAT 183	2	2	Isenberg

Calculus and Analytic Geometry I	MAT 220	5	3	Isenberg
?? Oxyacetylene	WLD 130	4	1	Rotteger
?? Arc I	WLD 140	4	1	Rotteger
?? Arc II	WLD 145	4	2	Rotteger
?? Blueprint Reading	WLD 156	4	1	Rotteger
?? Gas Metal Arc Welding	WLD 210	4	2	Rotteger

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	4	1	Riley
Cybersecurity Principles	CNT 105	3	1	Riley
A+ Computer Technician Certification	CNT 110	4	2	Riley
Security+: Implement & Maintain Network Security	CNT 135	3	2	Riley

Mayer Unified School District #43

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Business Financial Applications	BSA 130	2	2	Burgess
Microsoft Office for Windows	CSA 126	3	2	Burgess
Organizational Behavior	MGT 140	3	1	Burgess
Principles of Management	MGT 220	3	1	Burgess
Human Resource Management	MGT 223	3	2	Burgess
Principles of Marketing	MGT 230	3	2	Burgess
Business Communication	MGT 233	3	1	Burgess

Mingus Union High School District #4

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Introductory Equine Science	AGE 100	4	1	Banuelos
Introduction to Animal Industry	AGS 120	4	2	Banuelos
Aquaculture Science	AGS 261	4	2	Banuelos
College Composition I	ENG 101	3	1	McKean
College Composition I	ENG 101	3	1	Fuller

College Composition II	ENG 102	3	2	McKean
College Composition II	ENG 102	3	2	Fuller
College Mathematics	MAT 142	3	1	Hartsock
Elementary Statistics	MAT 167	3	2	Hartsock
Precalculus (Algebra)	MAT 182	3	1	Mahendran
Precalculus (Trigonometry)	MAT 183	2	2	Mahendran
Calculus & Analytic Geometry I	MAT 220	5	1	Hartsock
Calculus & Analytic Geometry II	MAT 230	5	2	Hartsock
Oxyacetylene	WLD 130	4	2	Lamer
Arc I	WLD 140	4	1	Lamer
Arc II	WLD 145	4	2	Lamer
Blueprint Reading	WLD 156	4	2	Lamer
Gas Tungsten Arc Welding	WLD 200	4	1	Lamer
Gas Metal Arc Welding	WLD 210	4	1	Lamer
Welded Metal Fabrication	WLD 250	4	2	Lamer

Mountain Institute CTED #02

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	TBD
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	TBD
<i>NOTE: CUL 101 and 102 alternate with CUL 103 and 104</i>				
Hazardous Materials First Responder Operations	FSC 104	3	1	Dougherty
Fire Prevention	FSC 135	3	1	Dougherty
Basic Wildland Firefighting	FSC 155	3	2	Dougherty
Fire Protection Systems	FSC 235	3	2	Dougherty

Northpoint Expeditionary Learning Academy

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Juvenile Justice Procedure	AJS 212	3	1	Carey
Serial Killers and Mass Murder	AJS 192	3	1	Carey

AJS 101 and 225 alternate with AJS 212 and 192 or 226

Prescott Unified School District #1

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	2	Predmore
Auto/Diesel Electrical Systems	AUT 109	4	1	Predmore
Automotive Brakes	AUT 123	4	1	Predmore
Auto/Diesel Suspension & Steering	AUT 126	4	2	Predmore
Auto Engine Repair	AUT 153	4	2	Predmore
College Composition I	ENG 101	3	1	Willard
College Composition I	ENG 101	3	1	Hawley
College Composition II	ENG 102	3	2	Willard
College Composition II	ENG 102	3	2	Hawley
Animation Principles	FMA 100	3	1	Matiacio
Stop Motion Animation	FMA 113	3	2	Matiacio
College Mathematics	MAT 142	3	2	Ater
College Algebra	MAT 152	3	1	Ater
Elementary Statistics	MAT 167	3	2	Ater
Precalculus (Algebra)	MAT 182	3	1	Ater
Precalculus (Trigonometry)	MAT 183	2	2	Ater
Principles of Management	MGT 220	3	2	TBD
Human Resource Management	MGT 223	3	2	TBD
Principles of Marketing	MGT 230	3	1	TBD
Business Communication	MGT 233	3	1	TBD
Beginning Spanish I	SPA 101	4	1	Boehle

Beginning Spanish II	SPA 102	4	2	Boehle
Intermediate Spanish I	SPA 201	4	1	Boehle
Intermediate Spanish II	SPA 202	4	2	Boehle

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	3	1	Phillips
Cybersecurity Principles	CNT 105	3	3	Phillips
A+ Computer Technician Certification	CNT 110	4	2	Phillips
Security+: Implement & Maintain Network Security	CNT 135	3	2	Phillips

Sedona-Oak Creek Joint Unified School District #9

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Acting I	THR 131	3	2	McKenzie
Stagecraft	THR 141	3	2	McKenzie
Scene Study for Actors	THR 151	3	1 or 2	McKenzie
Practicums (THR 144 / 145 / 146 / 147)		1	1 or 2	McKenzie

Seligman Unified School District #40

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Introductory Equine Science	AGE 100	4	2	Wallace

Tri-city College Preparatory High School

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Network & Cybersecurity Fundamentals	CNT 101	3	1	Halvorson
A+ Computer Technician Certification	CNT 110	4	2	Halvorson
<i>NOTE: CNT 105 and 135 alternate with CNT 101 and 110</i>				
College Composition I	ENG 101	3	1	Kauffman
College Composition II	ENG 102	3	2	Kauffman
College Mathematics	MAT 142	3	1	Irvine
Elementary Statistics	MAT 167	3	2	Irvine

Precalculus (Algebra)	MAT 182	3	1	Irvine
Precalculus (Trigonometry)	MAT 183	2	2	Irvine
Calculus & Analytic Geometry I	MAT 220	5	1	Irvine
Calculus & Analytic Geometry II	MAT 230	5	2	Irvine

Valley Academy for Career and Technology Education District #01

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
The Police Function	AJS 230	3	1	Choate
Current Issues in Criminal Justice	AJS 200	3	2	Choate
Community Relations	AJS 270	3	2	Choate
Basic Carpentry I	CBT 100	8	1	Black
Basic Carpentry II	CBT 110	8	2	Black
Basic Residential Electrician	CBT 115	3	1	Black
Basic Residential Plumbing	CBT 120	5	2	Black
Emergency Medical Technician	EMS 132	10	3	Lewis
Hazardous Materials First Responder Operations	FSC 104	2	1	Darby
Firefighter I & II Certification Academy	FSC 105	12	3	Darby
Basic Wildland Firefighting	FSC 155	3	2	Darby

Western Maricopa Education Center #402

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	1	Soja
Diesel Engine Repair Technology	AUT 108	4	1	Soja
Auto/Diesel Electrical Systems	AUT 109	4	2	Soja
Auto/Diesel Heating & Air Conditioning	AUT 128	4	2	Soja
Auto/Diesel Manual Drive Trans	AUT 124	4	1	Soja
Auto/Diesel Suspension & Steering	AUT 126	4	1	Soja
Diesel Braking Systems	AUT 135	4	2	Soja
Diesel Engine Performance	AUT 225	4	2	Soja

**INTERGOVERNMENTAL AGREEMENT
BETWEEN
YAVAPAI COMMUNITY COLLEGE DISTRICT
AND
[SCHOOL DISTRICT]**

This Intergovernmental Agreement (“Agreement”) is entered into between Yavapai County Community College District (“College”), and [redacted] (“School District”) (collectively “Parties”). Both Parties are public agencies of the State of Arizona as defined in Arizona Revised Statutes (“A.R.S.”) § 11-951.

BACKGROUND

College and School District are authorized to enter into this Agreement pursuant to A.R.S. § 15-342(13), § 15-701.01(F), § 15-1444(B)(4), and § 15-1821.01. Grant schools are authorized to participate in this Agreement under the Tribally Controlled Schools Act, 25 U.S.C. § 2501 *et seq.* This Agreement and its use are mandated under A.R.S. § 15-1821.01(1).

College has determined that it is desirable to offer college level courses that may be counted toward both high school and college graduation requirements at the high school during the school day.

School District desires that College provide to high school students college level courses that may be counted toward both high school and college graduation requirements.

AGREEMENT

In consideration of the mutual promises contained herein, the Parties agree as follows:

1. PURPOSE

The purpose of this Agreement is to set forth the understanding of the Parties as to their respective responsibilities and rights in providing Dual Enrollment Courses, as defined in Section 2 below, to eligible School District students.

2. DEFINITION

“Dual Enrollment Course” shall have the same definition as set forth in A.R.S. § 15-101(11). Pursuant to A.R.S. § 15-1821.01(3), physical education shall not be available as a Dual Enrollment Course.

3. EFFECTIVE DATE AND TERM

A. This Agreement shall be effective:

- i. After the governing boards of School District and College have approved it; and
- ii. On the date that authorized representatives of both Parties have signed it (“Effective Date”).

B. The term of this Agreement shall be from the Effective Date through June 30, 2024 (“Term”).

4. OBLIGATIONS OF COLLEGE

4.1 General Course Requirements

A. College will offer Dual Enrollment Courses to School District freshmen, sophomores, juniors or seniors who meet College’s prerequisites.

B. Pursuant to A.R.S. § 15-1821.01(3), College will ensure that all Dual Enrollment Courses offered to School District students are:

1. of a quality and depth to qualify for college credit, as determined by College;
2. evaluated and approved through the College curriculum approval process;
3. at a higher level than taught by the School District high school;
4. transferable to an Arizona public university or applicable to an established community college occupational degree or certificate program; and
5. compliant with all other standards for College courses.

Dual Enrollment Courses offered pursuant to this Agreement are listed in Exhibit A attached to this Agreement, which shall be updated annually by College.

C. Students enrolled in Dual Enrollment Courses shall be admitted to College for college level credit under the College’s current procedures for admission of students to College, and in compliance with A.R.S. § 15-1821.01 and A.R.S. § 15-1805.01. For students under the age of 18, the College’s admission policies shall comply, at a minimum, with the provisions of A.R.S. § 15-1805.01. In addition, the College may admit such students if they satisfy an alternative standard established by College.

D. College retains the right to refuse admission to and remove a student from Dual Enrollment Courses in accordance with College policy.

E. College shall determine residency status of students for tuition purposes in accordance with A.R.S. § 15-1801 *et seq.*

F. College will provide to School District the instructional information necessary to meet the goals of the courses delivered, including but not limited to College approved textbook titles, syllabi, course outlines and grading standards applicable to the Dual Enrollment Courses.

G. College will ensure that instructors of Dual Enrollment Courses follow the Dual Enrollment Course guidelines, and that the same standards of expectation and assessment that are applied to other College courses are applied to the Dual Enrollment Courses.

H. For each student, College will assign an identification number to the student that shall correspond to or reference the State Student ID number assigned to the student. School District will provide College with the State Student ID number for each student as provided in Section 5.1(F).

I. College will grant College credit for a Dual Enrollment Course when a student satisfactorily completes the course.

4.2 Instructors and Instruction

A. College will ensure that School District instructors teaching Dual Enrollment Courses have valid College teaching qualifications in the field being taught and are selected and evaluated by College using the same procedure and criteria that are used for instructors at College campus.

B. If College is providing the instructor for a Dual Enrollment Course, College will provide at College's expense a substitute instructor, as necessary and as agreed upon by School District, to cover the absence of any College instructor teaching a Dual Enrollment Course.

4.3 Assessment and Monitoring

A. Except for vocational and occupational Dual Enrollment Courses, and if required by College policy, College will assess each student who seeks enrollment in a Dual Enrollment Course through an assessment test prior to, or at the time of, enrollment to determine and assure proper placement in the Dual Enrollment Courses.

B. College will involve full-time College faculty who teach a particular discipline in Dual Enrollment Course selection and implementation, and in Dual Enrollment Course faculty selection, orientation, professional development and evaluation, as required by A.R.S. § 15-1821.01(4) & (5).

C. College will designate a liaison officer to assist with dual enrollment activities and to meet with the liaison designated by School District as necessary to review Dual Enrollment Course outlines and School District's high school scope and sequence, and to review and amend the course outlines as necessary.

4.4 Policy and Procedure

A. College will comply with all applicable procedures and requirements for the Dual Enrollment Courses set out in state statute and College policy.

B. College will provide School District with College policies and procedures applicable to students enrolling in Dual Enrollment Courses.

C. College will provide School District access to the educational records of students as necessary to carry out the terms of this Agreement, and limit access to such records to employees who have a legitimate interest and a need to know the substance of the particular record, understanding that students enrolled in the Dual Enrollment Courses will be enrolled in both School District and College. Pursuant to the Family Educational Rights and Privacy Act of 1974, as amended ("FERPA"), and applicable regulations, School District and College may disclose educational records of students to each other as "officials of another school system" where the student is enrolled.

4.5 Students with Disabilities

A. After notification from School District of a student's need, if College is providing the instructor for a Dual Enrollment Course, College will cooperate with School District to ensure the instructor complies with Section 504 of the Rehabilitation Act of 1973, as amended, or the Individuals with Disabilities Education Act ("IDEA"), as applicable. College shall work with School District in determining appropriate accommodations or special education services; however, School District shall be responsible for ensuring that the student receives a free appropriate public education ("FAPE") in conformity with his or her 504 Plan or individualized education program ("IEP"), including special education and related services, as applicable, and shall continue to have the financial and administrative responsibility for providing and implementing all necessary accommodations or services. This Agreement does not relieve School District of any of its legal duties under applicable Federal or State law, including but not limited to School District's obligations relating to child find, evaluation, and placement of students with disabilities.

B. College will provide training and guidance to instructors and other personnel in the area of compliance with the Americans with Disabilities Act ("ADA") and the Rehabilitation Act of 1973, as amended, as the Acts specifically relate to instructing students in a postsecondary education situation.

5. OBLIGATIONS OF SCHOOL DISTRICT

5.1 General Course Requirements

A. School District will provide an opportunity for School District students who meet criteria pursuant to Paragraph B of this Section 5.1 to enroll in Dual Enrollment Courses and to receive college credit and credit toward high school graduation.

B. Pursuant to A.R.S. § 15-1821.01(6), School District will ensure that each student who enrolls for a Dual Enrollment Course pursuant to this Agreement is a full-time student and is currently enrolled in and attending a full-time instructional program, as defined in A.R.S. § 15-901, in a school in School District, except that high school seniors who satisfy high school graduation requirements with less than a full-time instructional program shall be exempt from this provision.

C. If School District is providing the instructor for the Dual Enrollment Course, School District will provide instruction in accordance with the policies, regulations and instructional standards of College in courses designated as Dual Enrollment Courses to students of School District at a School District facility.

D. School District will verify that each student enrolled in a Dual Enrollment Course, including those not electing to enroll for College credit, satisfies the prerequisites for the Dual Enrollment Course as published in College's catalog and complies with College policies and this Agreement regarding student placement in courses.

E. School District will adopt and utilize College approved textbooks, course outlines, and grading standards applicable to the Dual Enrollment Courses being taught. School District shall provide textbooks for the students. Each student shall be responsible to purchase other supplies, if any, required for the Dual Enrollment Course. Classroom supplies normally supplied by College are included in tuition charges.

F. For each student enrolling in a Dual Enrollment Course, School District will enroll the student using the student's State Student ID number and provide that number to College.

5.2 Instructors and Instruction

A. If School District is to provide the instructor, School District will nominate an instructor qualified in the appropriate subject area for each Dual Enrollment Courses and submit each instructor's name and credentials to College for approval.

B. School District will ensure that School District instructors teaching Dual Enrollment Courses provide instruction in accordance with the policies, regulations and instructional standards of College and comply with College assessments.

C. If School District is providing the instructor, School District will provide at School District's expense a substitute instructor, as necessary and as agreed upon by College, to cover the absence of a School District instructor who teaches a Dual Enrollment Course. In the case of substitutions exceeding 10 consecutive school days, School District shall notify College in writing of the name and credentials of the substitute instructor.

5.3 Assessment and Monitoring

School District will designate a liaison officer to assist with dual enrollment activities and to meet with the College designated liaison as necessary to review Dual Enrollment Course outlines and School District's high school scope and sequence to review and amend the course outlines as necessary.

5.4 Policy and Procedure

A. School District will ensure that each student seeking enrollment in a Dual Enrollment Course:

1. has completed the necessary College admissions and registration process;
2. has completed College assessment examinations, if required by College;
3. is aware the student is subject to both School District policies and procedures and College policies and procedures;
4. is aware the student is participating in a college level course, even though provided at the School District, and should act appropriately; and
5. is aware of the requirements for determination of eligibility for College in-state tuition, if applicable under the terms of this Agreement.

B. School District will ensure that each instructor of Dual Enrollment Courses agrees to be subject to School District policies and procedures and College policies and procedures, including the right of College to withdraw authorization of the instructor's participation in Dual Enrollment Courses for failure to follow College requirements.

C. School District will provide College access to the educational records of students as necessary to carry out the terms of this Agreement, and limit access to such records to employees who have a legitimate interest and a need to know the substance of the particular record, understanding that students enrolled in the Dual Enrollment Courses will be enrolled in both School District and College. Pursuant to FERPA and applicable regulations, School District and College may disclose educational records of students to each other as “officials of another school system” where the student is enrolled.

5.5 Students with Disabilities

School District will determine the appropriate accommodations for each qualified student with disabilities in accordance with the ADA and Section 504 of the Rehabilitation Act of 1973 or the IDEA, as applicable, submit appropriate documentation on students with disabilities to the Disabilities Coordinator at College, and implement accommodations or special education services as required by Federal and State law and as negotiated between the College Disability Resource office and School District. School District shall work with College in determining appropriate accommodations or special education services. School District shall be responsible for ensuring that each qualified student receives a FAPE in conformity with his or her 504 Plan or IEP, including special education and related services, as applicable, and shall continue to have the financial and administrative responsibility for providing and implementing all necessary accommodations or services. This Agreement does not relieve School District of any of its legal duties under applicable Federal or State law, including but not limited to School District’s obligations relating to child find, evaluation, and placement of students with disabilities.

5.7 Facilities and Funding

A. School District will provide classroom/laboratory space in which Dual Enrollment Courses and activities will be conducted. Facilities and ancillary services provided for the delivery of Dual Enrollment Courses shall comply with all applicable provision of the state Fire Marshall Code, any local fire and safety regulations, and all other applicable federal and state laws.

B. Payment, if any, for facilities and ancillary services shall be designated in Exhibit B attached to this Agreement, which shall be updated annually by College.

6. MUTUAL AGREEMENTS

6.1 Instructor

A. Throughout the term of this Agreement, an instructor provided by School District shall remain an employee of School District, and shall be subject to the terms and conditions of the instructor’s employment contract and School District policy, but shall also be subject to continuing approval by College. Should a School District instructor violate College procedure or policy, College may withdraw authorization for the instructor to participate in the dual enrollment program and School District, upon such withdrawal of authorization, shall substitute another qualified instructor and notify College in writing of such substitution. The instructor must be approved by College pursuant to the terms of this Agreement.

B. Throughout the term of this Agreement, an instructor provided by College shall remain an employee of College, and shall be subject to the terms and conditions of the instructor's employment contract and College policy, but shall also be subject to School District policy. Should a College instructor violate School District procedure or policy, School District may ask College to withdraw authorization for the instructor to participate in the dual enrollment program and College, upon such withdrawal of authorization, shall substitute another qualified instructor and notify School District in writing of such substitution.

6.2 Students

Each student enrolled in a Dual Enrollment Course, even though enrolled as a College student during the term of the Dual Enrollment Course, shall remain a student of School District and shall follow the schedule and calendar of classes applicable for Dual Enrollment Courses, as established by School District and approved by College.

6.3 Removal from Course

School District retains the right to refuse to allow a student to enroll in a Dual Enrollment Course and to discipline and/or remove any student from the Dual Enrollment Course in accordance with School District policies. College shall have the right to request School District to remove a student from a Dual Enrollment Course.

6.4 Schedule and Number of Students

School District and College shall mutually determine the schedule of, and maximum and minimum number of students to enroll in, each Dual Enrollment Course. Such schedule shall not be changed except by prior written agreement of School District and College. School District and College must mutually agree if any student who is not a student of School District will be enrolled in a Dual Enrollment Course; provided, however, that any such student must comply with the admissions requirements and course prerequisite requirement provisions of this Agreement.

6.5 Availability of Instructors

Availability of Dual Enrollment Courses offered by College shall be dependent on the availability of appropriately qualified instructors. College may compensate School District for the services of a qualified instructor provided by School District or, alternatively, College may provide a qualified instructor to deliver any Dual Enrollment Course.

6.6 Guidelines

School District and College shall ensure that each student enrolled in a Dual Enrollment Course, and all personnel of School District and all personnel of College who are involved in the dual enrollment program are provided with dual enrollment guidelines, and that such persons agree to review and comply with the guidelines.

6.7 Rigor of Courses

College and School District agree that college level courses are rigorous and demanding courses, and the standards and criteria of any Dual Enrollment Course shall meet statutory and College criteria, and such criteria shall not be diminished for the purpose of the dual enrollment program.

7. FINANCIAL PROVISIONS AND FORMAT FOR BILLING: See Exhibit A attached.

7.1 Fees

Fees and charges for the Dual Enrollment Courses and program are provided on Exhibit B attached to this Agreement, which shall be updated annually by College.

7.2 Supplies

School District will provide and pay for basic textbooks, workbooks, supplies and other costs related to the teaching of and the administration of Dual Enrollment Courses within School District.

7.3 Tuition

A. Either the student or School District shall be responsible for payment of tuition to College, as specified in Exhibit B.

B. College may provide grants, scholarships or financial aid in accordance with College policies and as set forth on Exhibit B, which may be amended annually by College. In addition, College may offset tuition payments owed to College by School District with payments due from College to School District.

C. School District understands and agrees that tuition charges for students enrolled under this program may vary from student to student depending upon the total number of student credit hours for which each student has enrolled each term, and depending upon the student's eligibility for in-state tuition. Pursuant to A.R.S. § 15-1802(C), the residency of an unemancipated student under the age of 19 years will be that of the student's parent or legal guardian, and any student who does not meet the statutory requirements for in-state tuition will be charged out-of-state tuition rates, to the extent such separate rates are established by this Agreement.

7.4 Billing Format

The format for the billing of all services pursuant to this Agreement is set forth on Exhibit B. All bills under this Agreement shall include all information required by A.R.S. § 15-1821.01(1)(a).

7.5 Manner of Financing

School District and College will each fund their respective obligations under this Agreement through their respective budgeting process.

8. RECORDS

All accounts, reports, files and other records relating to this Agreement shall be kept for a minimum of 5 years after termination of this Agreement and shall be open to reasonable inspection and audit by the other party during that period. Audits may be conducted, at a time mutually agreed upon by the parties, by any appropriate political subdivision or agency of the State of Arizona or by representatives of the comptroller General of the United States or the Secretary of Education when required by applicable federal regulations.

9. CONFIDENTIALITY

All written student records shall be kept confidential in accordance with FERPA and regulations adopted pursuant to FERPA, the IDEA and regulations adopted thereunder, and applicable state laws and School District policies controlling the disclosure of personally identifiable information from a student's education records.

10. TERMINATION/DISPOSITION OF PROPERTY

10.1 Termination

Either Party may terminate this Agreement for any reason following written notice to the other Party of intent to terminate delivered not less than 90 days prior to the intended date of termination. Except as provided in this section 10, termination shall only be effective at the end of a semester, and no Dual Enrollment Course shall be terminated prior to such effective date.

10.2 No Relief from Obligations

Termination of this Agreement shall not relieve either Party from its obligation to pay for services provided prior to termination and those for any student already admitted and enrolled in a course or courses and obtaining dual credit at the time of termination or notice thereof.

10.3 Disposition of Property

The Parties do not contemplate joint acquisition of any property pursuant to this Agreement. Upon termination of this Agreement, equipment furnished or purchased by College for the program shall be retained by College, and equipment furnished or purchased by School District for the program shall be retained by School District.

11. RESPONSIBILITY

11.1 Conduct of Operations

Each Party agrees to be responsible for the conduct of its operations and performance of contract obligations and the actions of its own personnel while performing services under this Agreement, and each party shall be solely responsible for supervision, daily direction, control of payment of salary (including withholding for payment of taxes and social security), workers' compensation and disability benefits.

11.2 Indemnification

Each Party, to the greatest extent legally permissible, shall indemnify, defend, and hold harmless the other Party from any liability resulting from the negligence, intentionally tortious, or willful misconduct of the indemnifying Party's employees, officers, students and agents.

12. CANCELLATION FOR CONFLICT OF INTEREST

This Agreement may be canceled pursuant to A.R.S. § 38-511, the pertinent provisions of which are fully incorporated herein by reference.

13. NON-ASSIGNABILITY

Neither Party may assign any right or delegate a duty or responsibility under this Agreement without the prior written consent of the other Party.

14. COMPLIANCE WITH NON-DISCRIMINATION LAWS

To the extent applicable, the Parties shall comply with all College non-discrimination policies and all state and federal non-discrimination laws and regulations, including Executive Order 2009-09.

15. RIGHTS/OBLIGATIONS OF PARTIES ONLY

The terms of this Agreement are intended only to define the respective rights and obligations of the Parties. Nothing expressed herein shall create any rights or duties in favor of any potential third party beneficiary or other person, agency or organization.

16. ENTIRE AGREEMENT

This Agreement, and its attachments as noted herein, constitutes the entire agreement between the Parties, and, except as previously noted, all prior or contemporaneous oral or written agreements are superseded by this Agreement. There are no representations or other provisions other than those contained herein, and any amendment or modification of this Agreement shall be made in writing and signed by the Parties to this Agreement.

17. INVALIDITY OF PART OF THE AGREEMENT

If any part of this Agreement is held to be illegal, invalid or void by a court of competent jurisdiction, the remainder of this Agreement shall remain in full force and effect with those offending portions omitted.

18. GOVERNING LAW

This Agreement shall be construed under the laws of the State of Arizona and shall incorporate by reference all laws governing intergovernmental agreements and mandatory contract provisions of state agencies required by statute or executive order.

All statutes and regulations referenced in this Agreement are incorporated herein as if fully stated in their entirety in the Agreement. Each Party agrees to comply with and be responsible for the provisions, the statutes, and the regulations set out in this Agreement.

19. NOTICE

All notices, requests for payment, or other correspondence between the Parties regarding this Agreement shall be mailed United States postage prepaid or delivered personally to the respective parties at the following addresses:

20. LEGAL WORKER REQUIREMENT

To the extent applicable under Arizona Revised Statutes § 41-4401, each Party may not award a contract to any contractor who fails, or whose subcontractors fail, to verify the employment eligibility through the e-verify program of any employee it hires, and who does not comply with federal immigration laws and regulations relating to their employees. As mandated by A.R.S. § 41-4401, this provision provides notice of those requirements.

21. WORKERS COMPENSATION

For purposes of workers' compensation, an employee of a Party to this Agreement, who works under the jurisdiction or control of, or who works within the jurisdictional boundaries of another Party pursuant to this Agreement, is deemed to be an employee of both the Party who is her primary employer and the Party under whose jurisdiction or control or within whose jurisdictional boundaries she is then working, as provided in A.R.S. §23-1022(D). The primary employer of such employee shall be solely liable for payment of workers' compensation benefits for the purposes of this section. Each Party herein shall comply with the provisions of A.R.S. §23-1022(E) by posting the notice required.

If to College:
Yavapai College
Attn: Purchasing and Contracting Department
1100 E. Sheldon Street
Prescott, AZ 86301

If to School District:

COLLEGE

SCHOOL DISTRICT

By: Lisa B. Rhine, Ph. D.
Title: President

By:
Title:

Date

Date

REVIEWED AND APPROVED AS TO FORM

Pursuant to A.R.S. § 11-952(D), the attorney for each of the parties has determined that the foregoing Agreement is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the party represented by such attorney.

cd
By: Clare DeChambre for C. Benson
Title: Attorney
Counsel for Yavapai County Community
College District
Dated: 7/30/22

By: _____
Title: _____
Counsel for _____ School
District _____
Dated: _____

EXHIBIT A

**TYPE OF INSTRUCTION
DUAL ENROLLMENT COURSES**

COURSES AND CREDITS

For complete course descriptions, refer to the current College catalog.
Semester 1 is Fall, Semester 2 is Spring and Semester 3 is a Year-long course.

COLLEGE TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR	H.S. TITLE
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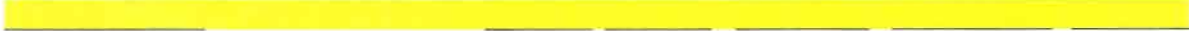


EXHIBIT B

FINANCIAL PROVISIONS

*Fill in the blanks. If the information is not applicable, indicate N/A in the blank.
Additional directions for completing this form are in italics.*

1. INSTRUCTORS

Instructors shall be provided as follows: *(Check the appropriate line)*

- School District shall provide and pay all instructors.
- College shall provide and pay all instructors.
- Each party shall provide and pay for instructors as follows: _____

2. PAYMENTS TO THE SCHOOL DISTRICT

For each course for which the School District provides and pays for the instructor, the College shall pay the School District zero Dollars (\$0) per credit hour for each properly enrolled student, capped at zero Dollars (\$0) per credit hour for each course. *(Indicate N/A if there is no cap.)*

Invoices from the School District to the College shall be based on College course rosters and include the information listed in Exhibit A of this Agreement.

3. PAYMENTS OF TUITION AND FEES/COSTS TO THE COLLEGE

TUITION:

No tuition is charged for Dual Enrollment classes.

College tuition in non-Dual Enrollment classes varies based on discipline for in-state students. The tuition rates range from ninety-eight to two hundred Dollars (\$98 to \$200) per credit hour for each in-state student. College tuition also varies for out-of-state students based on discipline and the number of credit hours in which the student is enrolled. The tuition rates range from one hundred forty-three to four hundred eighty-two Dollars (\$143 to \$482) per credit hour for each student who, pursuant to A.R.S. §15-1802 or A.R.S. §15-1803, does not qualify for in-state student status.

(see <https://www.yc.edu/v6/academics/tuition-fees.html> for specific information about tuition rates).

ADDITIONAL FEES AND/OR COSTS:

Set out below are additional fees and costs and, for each, a designation as to whether the School District or student is responsible for payment of each fee or cost

Fees and Costs (Including special course fees; assessment costs, if any; etc.)	<i>For each fee or cost, check the appropriate line to indicate whether the School District or student is responsible for payment to the College of the fee or cost. .</i>
1. There is a \$10 per credit hour cost for Dual Enrollment classes.	District <input checked="" type="checkbox"/> Student <input type="checkbox"/>

4. COLLECTION AND PAYMENT OF TUITION AND FEES/COSTS

Check the appropriate line:

- School District is responsible for payment of tuition to the College.
- Each student is responsible for payment of tuition to the College.

For tuition and fee/cost payments required to be made by the School District to the College:

- A. School District is authorized and retains the discretion to collect tuition and fee/cost payments from its students to the extent School District deems appropriate; and
- B. School District may reduce its required payment of tuition and fees/costs owed to the College pursuant to paragraph 3 by the amount of any payment owed to School District by the College pursuant to paragraph 2.

For any tuition and fee/cost payment required to be made by a student to the College, the College shall establish an individual billing account for that student and the billing for such tuition and/or fees and costs shall occur in accordance with College policies and procedures.

5. FINANCIAL AID

Except as indicated in this section, College offers no grant, scholarship or financial aid for the dual enrollment program.

6. FORMAT OF INVOICES BETWEEN THE SCHOOL DISTRICT AND COLLEGE

The School District and College shall send invoices to the other to the attention and at the address listed below no later than thirty (30) days after the end of each semester. Each invoice shall detail any payments due. Payments shall be due within thirty (30) days of receipt of an invoice.

Payments to be sent to the College:
Yavapai College
Attn: Accounting Manager
1100 E. Sheldon Street
Prescott, AZ 86301

Invoices to be sent to the School District:
(specify administrator and address)

7. FULL TIME STUDENT EQUIVALENT FINANCIAL INFORMATION

Amount College received in FTSE in prior academic year:
(Specify dollar amount)
\$

Portion of that FTSE distributed to School District:
(Specify percentage or dollar amount)
\$0

Amount School District returned to College:
(Specify percentage or dollar amount)
\$0

Dual Enrollment Classes currently planned for 2022-23

Note: Semester 1 is Fall, Semester 2 is Spring, and Semester 3 is a Year-long course.

American Heritage Academy

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Beginning Spanish I	SPA 101	4	1	Reihl
<u>Beginning Spanish II</u>	<u>SPA 102</u>	<u>4</u>	<u>2</u>	<u>Reihl</u>

Bagdad Unified School District #20

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
?? Basic Carpentry I	CBT 100	8	3	TBD
?? Basic Carpentry II	CBT 110	8	3	TBD
Culinary Principles	CUL 101	4	1	Bradford
Culinary Fundamentals: Hot Foods	CUL 102	4	2	Bradford
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	Bradford
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	Bradford
College Mathematics	MAT 142	3	1	Diehl
Elementary Statistics	MAT 167	3	2	Diehl
Precalculus (Algebra)	MAT 182	3	1	Diehl
Precalculus (Trigonometry)	MAT 183	2	2	Diehl
?? Oxyacetylene	WLD 130	4	2	TBD
?? Arc I	WLD 140	4	1	TBD
?? Arc II	WLD 145	4	2	TBD
?? Blueprint Reading	WLD 156	4	1	TBD
?? Gas Metal Arc Welding	WLD 210	4	1	TBD
<u>?? Welded Metal Fabrication</u>	<u>WLD 250</u>	<u>4</u>	<u>2</u>	<u>TBD</u>

Bradshaw Mountain High School (Humboldt Unified School District #22)

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Nursing Assistant	AHS 114	5	3	Smith
College Composition I	ENG 101	3	1	Leveron
College Composition II	ENG 102	3	2	Leveron
College Math	MAT 142	3	1	Larson
Precalculus (Algebra)	MAT 182	3	1	Young
Precalculus (Trigonometry)	MAT 183	2	2	Young
Principles of Management	MGT 220	3	2	Hall
Human Resource Management	MGT 223	3	2	Hall
Principles of Marketing	MGT 230	3	1	Hall
Business Communication	MGT 233	3	1	Hall
Beginning Spanish I	SPA 101	4	1	Van Oss
Beginning Spanish II	SPA 102	4	2	Van Oss
Lighting for Stage and Media	THR 160	3	2	Russell
Sound Design for Stage and Media	THR 161	3	1	Russell
Costuming, Hair and Make-Up	THR 163	3	2	Russell
Theatre Set & Props Building	THR 164	3	1	Russell
Practicums (THR 144 / 145 / 146 / 147)		1	1 or 2	Russell

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	4	1	Sanderlin
Cybersecurity Principles	CNT 105	3	1	Sanderlin
A+ Computer Technician Certification	CNT 110	4	2	Sanderlin
Introduction to Windows Server	CNT 120	3	1	Sanderlin
Security+: Implement & Maintain Network Security	CNT 135	3	2	Sanderlin
Cisco Routing and Switching I	CNT 140	4	2	Sanderlin

Camp Verde Unified School District #28

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	2	Tudor
Auto/Diesel Electrical Systems	AUT 109	4	1	Tudor
Auto Engine Repair	AUT 153	4	2	Tudor
<i>NOTE: AUT 123 and 126 alternate with AUT 109 and 153</i>				
First Aid/CPR/AED & Safety	EXW 153	2	1	Tudor
College Mathematics	MAT 142	3	1	Lewis
Elementary Statistics	MAT 167	3	2	Lewis
Precalculus (Algebra)	MAT 182	3	1	Andrews
Precalculus (Trigonometry)	MAT 183	2	2	Andrews
Calculus & Analytic Geometry I	MAT 220	5	1	Lewis
Calculus & Analytic Geometry II	MAT 230	5	2	Lewis

Chino Valley Unified School District #51

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Intro to Animal Industry	AGS 120	4	3	Hicks
Agricultural Mechanics	AGS 215	3	3	Holder
Horticulture Fall Production	AGS 250	4	3	Hicks
Culinary Principles	CUL 101	4	1	Boris
Culinary Fundamentals: Hot Foods	CUL 102	4	2	Boris
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	Boris
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	Boris
College Composition I	ENG 101	3	1	Reiman
College Composition II	ENG 102	3	2	Reiman
Major Issues in World Literature	ENG 217	3	2	Reiman
Introduction to Shakespeare	ENG 242	3	1	Reiman
College Mathematics	MAT 142	3	1	Isenberg
Elementary Statistics	MAT 167	3	2	Isenberg
Precalculus (Algebra)	MAT 182	3	1	Isenberg
Precalculus (Trigonometry)	MAT 183	2	2	Isenberg

Calculus and Analytic Geometry I	MAT 220	5	3	Isenberg
?? Oxyacetylene	WLD 130	4	1	Rotteger
?? Arc I	WLD 140	4	1	Rotteger
?? Arc II	WLD 145	4	2	Rotteger
?? Blueprint Reading	WLD 156	4	1	Rotteger
?? Gas Metal Arc Welding	WLD 210	4	2	Rotteger

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	4	1	Riley
Cybersecurity Principles	CNT 105	3	1	Riley
A+ Computer Technician Certification	CNT 110	4	2	Riley
Security+: Implement & Maintain Network Security	CNT 135	3	2	Riley

Mayer Unified School District #43

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Business Financial Applications	BSA 130	2	2	Burgess
Microsoft Office for Windows	CSA 126	3	2	Burgess
Organizational Behavior	MGT 140	3	1	Burgess
Principles of Management	MGT 220	3	1	Burgess
Human Resource Management	MGT 223	3	2	Burgess
Principles of Marketing	MGT 230	3	2	Burgess
Business Communication	MGT 233	3	1	Burgess

Mingus Union High School District #4

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Introductory Equine Science	AGE 100	4	1	Banuelos
Introduction to Animal Industry	AGS 120	4	2	Banuelos
Aquaculture Science	AGS 261	4	2	Banuelos
College Composition I	ENG 101	3	1	McKean
College Composition I	ENG 101	3	1	Fuller

College Composition II	ENG 102	3	2	McKean
College Composition II	ENG 102	3	2	Fuller
College Mathematics	MAT 142	3	1	Hartsock
Elementary Statistics	MAT 167	3	2	Hartsock
Precalculus (Algebra)	MAT 182	3	1	Mahendran
Precalculus (Trigonometry)	MAT 183	2	2	Mahendran
Calculus & Analytic Geometry I	MAT 220	5	1	Hartsock
Calculus & Analytic Geometry II	MAT 230	5	2	Hartsock
Oxyacetylene	WLD 130	4	2	Lamer
Arc I	WLD 140	4	1	Lamer
Arc II	WLD 145	4	2	Lamer
Blueprint Reading	WLD 156	4	2	Lamer
Gas Tungsten Arc Welding	WLD 200	4	1	Lamer
Gas Metal Arc Welding	WLD 210	4	1	Lamer
Welded Metal Fabrication	WLD 250	4	2	Lamer

Mountain Institute CTED #02

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	TBD
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	TBD
<i>NOTE: CUL 101 and 102 alternate with CUL 103 and 104</i>				
Hazardous Materials First Responder Operations	FSC 104	3	1	Dougherty
Fire Prevention	FSC 135	3	1	Dougherty
Basic Wildland Firefighting	FSC 155	3	2	Dougherty
Fire Protection Systems	FSC 235	3	2	Dougherty

Northpoint Expeditionary Learning Academy

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Juvenile Justice Procedure	AJS 212	3	1	Carey
Serial Killers and Mass Murder	AJS 192	3	1	Carey

AJS 101 and 225 alternate with AJS 212 and 192 or 226

Prescott Unified School District #1

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	2	Predmore
Auto/Diesel Electrical Systems	AUT 109	4	1	Predmore
Automotive Brakes	AUT 123	4	1	Predmore
Auto/Diesel Suspension & Steering	AUT 126	4	2	Predmore
Auto Engine Repair	AUT 153	4	2	Predmore
College Composition I	ENG 101	3	1	Willard
College Composition I	ENG 101	3	1	Hawley
College Composition II	ENG 102	3	2	Willard
College Composition II	ENG 102	3	2	Hawley
Animation Principles	FMA 100	3	1	Matiacio
Stop Motion Animation	FMA 113	3	2	Matiacio
College Mathematics	MAT 142	3	2	Ater
College Algebra	MAT 152	3	1	Ater
Elementary Statistics	MAT 167	3	2	Ater
Precalculus (Algebra)	MAT 182	3	1	Ater
Precalculus (Trigonometry)	MAT 183	2	2	Ater
Principles of Management	MGT 220	3	2	TBD
Human Resource Management	MGT 223	3	2	TBD
Principles of Marketing	MGT 230	3	1	TBD
Business Communication	MGT 233	3	1	TBD
Beginning Spanish I	SPA 101	4	1	Boehle

Beginning Spanish II	SPA 102	4	2	Boehle
Intermediate Spanish I	SPA 201	4	1	Boehle
<u>Intermediate Spanish II</u>	<u>SPA 202</u>	<u>4</u>	<u>2</u>	<u>Boehle</u>

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	3	1	Phillips
Cybersecurity Principles	CNT 105	3	3	Phillips
A+ Computer Technician Certification	CNT 110	4	2	Phillips
<u>Security+: Implement & Maintain Network Security</u>	<u>CNT 135</u>	<u>3</u>	<u>2</u>	<u>Phillips</u>

Sedona-Oak Creek Joint Unified School District #9

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Acting I	THR 131	3	2	McKenzie
Stagecraft	THR 141	3	2	McKenzie
Scene Study for Actors	THR 151	3	1 or 2	McKenzie
<u>Practicums (THR 144 / 145 / 146 / 147)</u>		<u>1</u>	<u>1 or 2</u>	<u>McKenzie</u>

Seligman Unified School District #40

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
<u>Introductory Equine Science</u>	<u>AGE 100</u>	<u>4</u>	<u>2</u>	<u>Wallace</u>

Tri-city College Preparatory High School

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Network & Cybersecurity Fundamentals	CNT 101	3	1	Halvorson
A+ Computer Technician Certification	CNT 110	4	2	Halvorson
<i>NOTE: CNT 105 and 135 alternate with CNT 101 and 110</i>				
College Composition I	ENG 101	3	1	Kauffman
College Composition II	ENG 102	3	2	Kauffman
College Mathematics	MAT 142	3	1	Irvine
Elementary Statistics	MAT 167	3	2	Irvine

Precalculus (Algebra)	MAT 182	3	1	Irvine
Precalculus (Trigonometry)	MAT 183	2	2	Irvine
Calculus & Analytic Geometry I	MAT 220	5	1	Irvine
Calculus & Analytic Geometry II	MAT 230	5	2	Irvine

Valley Academy for Career and Technology Education District #01

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
The Police Function	AJS 230	3	1	Choate
Current Issues in Criminal Justice	AJS 200	3	2	Choate
Community Relations	AJS 270	3	2	Choate
Basic Carpentry I	CBT 100	8	1	Black
Basic Carpentry II	CBT 110	8	2	Black
Basic Residential Electrician	CBT 115	3	1	Black
Basic Residential Plumbing	CBT 120	5	2	Black
Emergency Medical Technician	EMS 132	10	3	Lewis
Hazardous Materials First Responder Operations	FSC 104	2	1	Darby
Firefighter I & II Certification Academy	FSC 105	12	3	Darby
Basic Wildland Firefighting	FSC 155	3	2	Darby

Western Maricopa Education Center #402

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	1	Soja
Diesel Engine Repair Technology	AUT 108	4	1	Soja
Auto/Diesel Electrical Systems	AUT 109	4	2	Soja
Auto/Diesel Heating & Air Conditioning	AUT 128	4	2	Soja
Auto/Diesel Manual Drive Trans	AUT 124	4	1	Soja
Auto/Diesel Suspension & Steering	AUT 126	4	1	Soja
Diesel Braking Systems	AUT 135	4	2	Soja
Diesel Engine Performance	AUT 225	4	2	Soja

Agenda Item: 3.a.v

**INTERGOVERNMENTAL AGREEMENT
BETWEEN
YAVAPAI COMMUNITY COLLEGE DISTRICT
AND
[SCHOOL DISTRICT]**

This Intergovernmental Agreement (“Agreement”) is entered into between Yavapai County Community College District (“College”), and [redacted] (“School District”) (collectively “Parties”). Both Parties are public agencies of the State of Arizona as defined in Arizona Revised Statutes (“A.R.S.”) § 11-951.

BACKGROUND

College and School District are authorized to enter into this Agreement pursuant to A.R.S. § 15-342(13), § 15-701.01(F), § 15-1444(B)(4), and § 15-1821.01. Grant schools are authorized to participate in this Agreement under the Tribally Controlled Schools Act, 25 U.S.C. § 2501 *et seq.* This Agreement and its use are mandated under A.R.S. § 15-1821.01(1).

College has determined that it is desirable to offer college level courses that may be counted toward both high school and college graduation requirements at the high school during the school day.

School District desires that College provide to high school students college level courses that may be counted toward both high school and college graduation requirements.

AGREEMENT

In consideration of the mutual promises contained herein, the Parties agree as follows:

1. PURPOSE

The purpose of this Agreement is to set forth the understanding of the Parties as to their respective responsibilities and rights in providing Dual Enrollment Courses, as defined in Section 2 below, to eligible School District students.

2. DEFINITION

“Dual Enrollment Course” shall have the same definition as set forth in A.R.S. § 15-101(11). Pursuant to A.R.S. § 15-1821.01(3), physical education shall not be available as a Dual Enrollment Course.

3. EFFECTIVE DATE AND TERM

A. This Agreement shall be effective:

- i. After the governing boards of School District and College have approved it; and
- ii. On the date that authorized representatives of both Parties have signed it (“Effective Date”).

B. The term of this Agreement shall be from the Effective Date through June 30, 2024 (“Term”).

4. OBLIGATIONS OF COLLEGE

4.1 General Course Requirements

A. College will offer Dual Enrollment Courses to School District freshmen, sophomores, juniors or seniors who meet College’s prerequisites.

B. Pursuant to A.R.S. § 15-1821.01(3), College will ensure that all Dual Enrollment Courses offered to School District students are:

1. of a quality and depth to qualify for college credit, as determined by College;
2. evaluated and approved through the College curriculum approval process;
3. at a higher level than taught by the School District high school;
4. transferable to an Arizona public university or applicable to an established community college occupational degree or certificate program; and
5. compliant with all other standards for College courses.

Dual Enrollment Courses offered pursuant to this Agreement are listed in Exhibit A attached to this Agreement, which shall be updated annually by College.

C. Students enrolled in Dual Enrollment Courses shall be admitted to College for college level credit under the College’s current procedures for admission of students to College, and in compliance with A.R.S. § 15-1821.01 and A.R.S. § 15-1805.01. For students under the age of 18, the College’s admission policies shall comply, at a minimum, with the provisions of A.R.S. § 15-1805.01. In addition, the College may admit such students if they satisfy an alternative standard established by College.

D. College retains the right to refuse admission to and remove a student from Dual Enrollment Courses in accordance with College policy.

E. College shall determine residency status of students for tuition purposes in accordance with A.R.S. § 15-1801 *et seq.*

F. College will provide to School District the instructional information necessary to meet the goals of the courses delivered, including but not limited to College approved textbook titles, syllabi, course outlines and grading standards applicable to the Dual Enrollment Courses.

G. College will ensure that instructors of Dual Enrollment Courses follow the Dual Enrollment Course guidelines, and that the same standards of expectation and assessment that are applied to other College courses are applied to the Dual Enrollment Courses.

H. For each student, College will assign an identification number to the student that shall correspond to or reference the State Student ID number assigned to the student. School District will provide College with the State Student ID number for each student as provided in Section 5.1(F).

I. College will grant College credit for a Dual Enrollment Course when a student satisfactorily completes the course.

4.2 Instructors and Instruction

A. College will ensure that School District instructors teaching Dual Enrollment Courses have valid College teaching qualifications in the field being taught and are selected and evaluated by College using the same procedure and criteria that are used for instructors at College campus.

B. If College is providing the instructor for a Dual Enrollment Course, College will provide at College's expense a substitute instructor, as necessary and as agreed upon by School District, to cover the absence of any College instructor teaching a Dual Enrollment Course.

4.3 Assessment and Monitoring

A. Except for vocational and occupational Dual Enrollment Courses, and if required by College policy, College will assess each student who seeks enrollment in a Dual Enrollment Course through an assessment test prior to, or at the time of, enrollment to determine and assure proper placement in the Dual Enrollment Courses.

B. College will involve full-time College faculty who teach a particular discipline in Dual Enrollment Course selection and implementation, and in Dual Enrollment Course faculty selection, orientation, professional development and evaluation, as required by A.R.S. § 15-1821.01(4) & (5).

C. College will designate a liaison officer to assist with dual enrollment activities and to meet with the liaison designated by School District as necessary to review Dual Enrollment Course outlines and School District's high school scope and sequence, and to review and amend the course outlines as necessary.

4.4 Policy and Procedure

A. College will comply with all applicable procedures and requirements for the Dual Enrollment Courses set out in state statute and College policy.

B. College will provide School District with College policies and procedures applicable to students enrolling in Dual Enrollment Courses.

C. College will provide School District access to the educational records of students as necessary to carry out the terms of this Agreement, and limit access to such records to employees who have a legitimate interest and a need to know the substance of the particular record, understanding that students enrolled in the Dual Enrollment Courses will be enrolled in both School District and College. Pursuant to the Family Educational Rights and Privacy Act of 1974, as amended ("FERPA"), and applicable regulations, School District and College may disclose educational records of students to each other as "officials of another school system" where the student is enrolled.

4.5 Students with Disabilities

A. After notification from School District of a student's need, if College is providing the instructor for a Dual Enrollment Course, College will cooperate with School District to ensure the instructor complies with Section 504 of the Rehabilitation Act of 1973, as amended, or the Individuals with Disabilities Education Act ("IDEA"), as applicable. College shall work with School District in determining appropriate accommodations or special education services; however, School District shall be responsible for ensuring that the student receives a free appropriate public education ("FAPE") in conformity with his or her 504 Plan or individualized education program ("IEP"), including special education and related services, as applicable, and shall continue to have the financial and administrative responsibility for providing and implementing all necessary accommodations or services. This Agreement does not relieve School District of any of its legal duties under applicable Federal or State law, including but not limited to School District's obligations relating to child find, evaluation, and placement of students with disabilities.

B. College will provide training and guidance to instructors and other personnel in the area of compliance with the Americans with Disabilities Act ("ADA") and the Rehabilitation Act of 1973, as amended, as the Acts specifically relate to instructing students in a postsecondary education situation.

5. OBLIGATIONS OF SCHOOL DISTRICT

5.1 General Course Requirements

A. School District will provide an opportunity for School District students who meet criteria pursuant to Paragraph B of this Section 5.1 to enroll in Dual Enrollment Courses and to receive college credit and credit toward high school graduation.

B. Pursuant to A.R.S. § 15-1821.01(6), School District will ensure that each student who enrolls for a Dual Enrollment Course pursuant to this Agreement is a full-time student and is currently enrolled in and attending a full-time instructional program, as defined in A.R.S. § 15-901, in a school in School District, except that high school seniors who satisfy high school graduation requirements with less than a full-time instructional program shall be exempt from this provision.

C. If School District is providing the instructor for the Dual Enrollment Course, School District will provide instruction in accordance with the policies, regulations and instructional standards of College in courses designated as Dual Enrollment Courses to students of School District at a School District facility.

D. School District will verify that each student enrolled in a Dual Enrollment Course, including those not electing to enroll for College credit, satisfies the prerequisites for the Dual Enrollment Course as published in College's catalog and complies with College policies and this Agreement regarding student placement in courses.

E. School District will adopt and utilize College approved textbooks, course outlines, and grading standards applicable to the Dual Enrollment Courses being taught. School District shall provide textbooks for the students. Each student shall be responsible to purchase other supplies, if any, required for the Dual Enrollment Course. Classroom supplies normally supplied by College are included in tuition charges.

F. For each student enrolling in a Dual Enrollment Course, School District will enroll the student using the student's State Student ID number and provide that number to College.

5.2 Instructors and Instruction

A. If School District is to provide the instructor, School District will nominate an instructor qualified in the appropriate subject area for each Dual Enrollment Courses and submit each instructor's name and credentials to College for approval.

B. School District will ensure that School District instructors teaching Dual Enrollment Courses provide instruction in accordance with the policies, regulations and instructional standards of College and comply with College assessments.

C. If School District is providing the instructor, School District will provide at School District's expense a substitute instructor, as necessary and as agreed upon by College, to cover the absence of a School District instructor who teaches a Dual Enrollment Course. In the case of substitutions exceeding 10 consecutive school days, School District shall notify College in writing of the name and credentials of the substitute instructor.

5.3 Assessment and Monitoring

School District will designate a liaison officer to assist with dual enrollment activities and to meet with the College designated liaison as necessary to review Dual Enrollment Course outlines and School District's high school scope and sequence to review and amend the course outlines as necessary.

5.4 Policy and Procedure

A. School District will ensure that each student seeking enrollment in a Dual Enrollment Course:

1. has completed the necessary College admissions and registration process;
2. has completed College assessment examinations, if required by College;
3. is aware the student is subject to both School District policies and procedures and College policies and procedures;
4. is aware the student is participating in a college level course, even though provided at the School District, and should act appropriately; and
5. is aware of the requirements for determination of eligibility for College in-state tuition, if applicable under the terms of this Agreement.

B. School District will ensure that each instructor of Dual Enrollment Courses agrees to be subject to School District policies and procedures and College policies and procedures, including the right of College to withdraw authorization of the instructor's participation in Dual Enrollment Courses for failure to follow College requirements.

C. School District will provide College access to the educational records of students as necessary to carry out the terms of this Agreement, and limit access to such records to employees who have a legitimate interest and a need to know the substance of the particular record, understanding that students enrolled in the Dual Enrollment Courses will be enrolled in both School District and College. Pursuant to FERPA and applicable regulations, School District and College may disclose educational records of students to each other as “officials of another school system” where the student is enrolled.

5.5 Students with Disabilities

School District will determine the appropriate accommodations for each qualified student with disabilities in accordance with the ADA and Section 504 of the Rehabilitation Act of 1973 or the IDEA, as applicable, submit appropriate documentation on students with disabilities to the Disabilities Coordinator at College, and implement accommodations or special education services as required by Federal and State law and as negotiated between the College Disability Resource office and School District. School District shall work with College in determining appropriate accommodations or special education services. School District shall be responsible for ensuring that each qualified student receives a FAPE in conformity with his or her 504 Plan or IEP, including special education and related services, as applicable, and shall continue to have the financial and administrative responsibility for providing and implementing all necessary accommodations or services. This Agreement does not relieve School District of any of its legal duties under applicable Federal or State law, including but not limited to School District’s obligations relating to child find, evaluation, and placement of students with disabilities.

5.7 Facilities and Funding

A. School District will provide classroom/laboratory space in which Dual Enrollment Courses and activities will be conducted. Facilities and ancillary services provided for the delivery of Dual Enrollment Courses shall comply with all applicable provision of the state Fire Marshall Code, any local fire and safety regulations, and all other applicable federal and state laws.

B. Payment, if any, for facilities and ancillary services shall be designated in Exhibit B attached to this Agreement, which shall be updated annually by College.

6. MUTUAL AGREEMENTS

6.1 Instructor

A. Throughout the term of this Agreement, an instructor provided by School District shall remain an employee of School District, and shall be subject to the terms and conditions of the instructor’s employment contract and School District policy, but shall also be subject to continuing approval by College. Should a School District instructor violate College procedure or policy, College may withdraw authorization for the instructor to participate in the dual enrollment program and School District, upon such withdrawal of authorization, shall substitute another qualified instructor and notify College in writing of such substitution. The instructor must be approved by College pursuant to the terms of this Agreement.

B. Throughout the term of this Agreement, an instructor provided by College shall remain an employee of College, and shall be subject to the terms and conditions of the instructor's employment contract and College policy, but shall also be subject to School District policy. Should a College instructor violate School District procedure or policy, School District may ask College to withdraw authorization for the instructor to participate in the dual enrollment program and College, upon such withdrawal of authorization, shall substitute another qualified instructor and notify School District in writing of such substitution.

6.2 Students

Each student enrolled in a Dual Enrollment Course, even though enrolled as a College student during the term of the Dual Enrollment Course, shall remain a student of School District and shall follow the schedule and calendar of classes applicable for Dual Enrollment Courses, as established by School District and approved by College.

6.3 Removal from Course

School District retains the right to refuse to allow a student to enroll in a Dual Enrollment Course and to discipline and/or remove any student from the Dual Enrollment Course in accordance with School District policies. College shall have the right to request School District to remove a student from a Dual Enrollment Course.

6.4 Schedule and Number of Students

School District and College shall mutually determine the schedule of, and maximum and minimum number of students to enroll in, each Dual Enrollment Course. Such schedule shall not be changed except by prior written agreement of School District and College. School District and College must mutually agree if any student who is not a student of School District will be enrolled in a Dual Enrollment Course; provided, however, that any such student must comply with the admissions requirements and course prerequisite requirement provisions of this Agreement.

6.5 Availability of Instructors

Availability of Dual Enrollment Courses offered by College shall be dependent on the availability of appropriately qualified instructors. College may compensate School District for the services of a qualified instructor provided by School District or, alternatively, College may provide a qualified instructor to deliver any Dual Enrollment Course.

6.6 Guidelines

School District and College shall ensure that each student enrolled in a Dual Enrollment Course, and all personnel of School District and all personnel of College who are involved in the dual enrollment program are provided with dual enrollment guidelines, and that such persons agree to review and comply with the guidelines.

6.7 Rigor of Courses

College and School District agree that college level courses are rigorous and demanding courses, and the standards and criteria of any Dual Enrollment Course shall meet statutory and College criteria, and such criteria shall not be diminished for the purpose of the dual enrollment program.

7. FINANCIAL PROVISIONS AND FORMAT FOR BILLING: See Exhibit A attached.

7.1 Fees

Fees and charges for the Dual Enrollment Courses and program are provided on Exhibit B attached to this Agreement, which shall be updated annually by College.

7.2 Supplies

School District will provide and pay for basic textbooks, workbooks, supplies and other costs related to the teaching of and the administration of Dual Enrollment Courses within School District.

7.3 Tuition

A. Either the student or School District shall be responsible for payment of tuition to College, as specified in Exhibit B.

B. College may provide grants, scholarships or financial aid in accordance with College policies and as set forth on Exhibit B, which may be amended annually by College. In addition, College may offset tuition payments owed to College by School District with payments due from College to School District.

C. School District understands and agrees that tuition charges for students enrolled under this program may vary from student to student depending upon the total number of student credit hours for which each student has enrolled each term, and depending upon the student's eligibility for in-state tuition. Pursuant to A.R.S. § 15-1802(C), the residency of an unemancipated student under the age of 19 years will be that of the student's parent or legal guardian, and any student who does not meet the statutory requirements for in-state tuition will be charged out-of-state tuition rates, to the extent such separate rates are established by this Agreement.

7.4 Billing Format

The format for the billing of all services pursuant to this Agreement is set forth on Exhibit B. All bills under this Agreement shall include all information required by A.R.S. § 15-1821.01(1)(a).

7.5 Manner of Financing

School District and College will each fund their respective obligations under this Agreement through their respective budgeting process.

8. RECORDS

All accounts, reports, files and other records relating to this Agreement shall be kept for a minimum of 5 years after termination of this Agreement and shall be open to reasonable inspection and audit by the other party during that period. Audits may be conducted, at a time mutually agreed upon by the parties, by any appropriate political subdivision or agency of the State of Arizona or by representatives of the comptroller General of the United States or the Secretary of Education when required by applicable federal regulations.

9. CONFIDENTIALITY

All written student records shall be kept confidential in accordance with FERPA and regulations adopted pursuant to FERPA, the IDEA and regulations adopted thereunder, and applicable state laws and School District policies controlling the disclosure of personally identifiable information from a student's education records.

10. TERMINATION/DISPOSITION OF PROPERTY

10.1 Termination

Either Party may terminate this Agreement for any reason following written notice to the other Party of intent to terminate delivered not less than 90 days prior to the intended date of termination. Except as provided in this section 10, termination shall only be effective at the end of a semester, and no Dual Enrollment Course shall be terminated prior to such effective date.

10.2 No Relief from Obligations

Termination of this Agreement shall not relieve either Party from its obligation to pay for services provided prior to termination and those for any student already admitted and enrolled in a course or courses and obtaining dual credit at the time of termination or notice thereof.

10.3 Disposition of Property

The Parties do not contemplate joint acquisition of any property pursuant to this Agreement. Upon termination of this Agreement, equipment furnished or purchased by College for the program shall be retained by College, and equipment furnished or purchased by School District for the program shall be retained by School District.

11. RESPONSIBILITY

11.1 Conduct of Operations

Each Party agrees to be responsible for the conduct of its operations and performance of contract obligations and the actions of its own personnel while performing services under this Agreement, and each party shall be solely responsible for supervision, daily direction, control of payment of salary (including withholding for payment of taxes and social security), workers' compensation and disability benefits.

11.2 Indemnification

Each Party, to the greatest extent legally permissible, shall indemnify, defend, and hold harmless the other Party from any liability resulting from the negligence, intentionally tortious, or willful misconduct of the indemnifying Party's employees, officers, students and agents.

12. CANCELLATION FOR CONFLICT OF INTEREST

This Agreement may be canceled pursuant to A.R.S. § 38-511, the pertinent provisions of which are fully incorporated herein by reference.

13. NON-ASSIGNABILITY

Neither Party may assign any right or delegate a duty or responsibility under this Agreement without the prior written consent of the other Party.

14. COMPLIANCE WITH NON-DISCRIMINATION LAWS

To the extent applicable, the Parties shall comply with all College non-discrimination policies and all state and federal non-discrimination laws and regulations, including Executive Order 2009-09.

15. RIGHTS/OBLIGATIONS OF PARTIES ONLY

The terms of this Agreement are intended only to define the respective rights and obligations of the Parties. Nothing expressed herein shall create any rights or duties in favor of any potential third party beneficiary or other person, agency or organization.

16. ENTIRE AGREEMENT

This Agreement, and its attachments as noted herein, constitutes the entire agreement between the Parties, and, except as previously noted, all prior or contemporaneous oral or written agreements are superseded by this Agreement. There are no representations or other provisions other than those contained herein, and any amendment or modification of this Agreement shall be made in writing and signed by the Parties to this Agreement.

17. INVALIDITY OF PART OF THE AGREEMENT

If any part of this Agreement is held to be illegal, invalid or void by a court of competent jurisdiction, the remainder of this Agreement shall remain in full force and effect with those offending portions omitted.

18. GOVERNING LAW

This Agreement shall be construed under the laws of the State of Arizona and shall incorporate by reference all laws governing intergovernmental agreements and mandatory contract provisions of state agencies required by statute or executive order.

All statutes and regulations referenced in this Agreement are incorporated herein as if fully stated in their entirety in the Agreement. Each Party agrees to comply with and be responsible for the provisions, the statutes, and the regulations set out in this Agreement.

19. NOTICE

All notices, requests for payment, or other correspondence between the Parties regarding this Agreement shall be mailed United States postage prepaid or delivered personally to the respective parties at the following addresses:

20. LEGAL WORKER REQUIREMENT

To the extent applicable under Arizona Revised Statutes § 41-4401, each Party may not award a contract to any contractor who fails, or whose subcontractors fail, to verify the employment eligibility through the e-verify program of any employee it hires, and who does not comply with federal immigration laws and regulations relating to their employees. As mandated by A.R.S. § 41-4401, this provision provides notice of those requirements.

21. WORKERS COMPENSATION

For purposes of workers' compensation, an employee of a Party to this Agreement, who works under the jurisdiction or control of, or who works within the jurisdictional boundaries of another Party pursuant to this Agreement, is deemed to be an employee of both the Party who is her primary employer and the Party under whose jurisdiction or control or within whose jurisdictional boundaries she is then working, as provided in A.R.S. §23-1022(D). The primary employer of such employee shall be solely liable for payment of workers' compensation benefits for the purposes of this section. Each Party herein shall comply with the provisions of A.R.S. §23-1022(E) by posting the notice required.

If to College:
Yavapai College
Attn: Purchasing and Contracting Department
1100 E. Sheldon Street
Prescott, AZ 86301

If to School District:

COLLEGE

SCHOOL DISTRICT

By: Lisa B. Rhine, Ph. D.
Title: President

By:
Title:

Date

Date

REVIEWED AND APPROVED AS TO FORM

Pursuant to A.R.S. § 11-952(D), the attorney for each of the parties has determined that the foregoing Agreement is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the party represented by such attorney.

By: <u>Clayton McChambers for C. Benson Hubbard</u>	By: _____
Title: <u>Attorney</u>	Title: _____
Counsel for Yavapai County Community	Counsel for _____ School
College District	District _____
Dated: <u>5/30/22</u>	Dated: _____

EXHIBIT A

**TYPE OF INSTRUCTION
DUAL ENROLLMENT COURSES**

COURSES AND CREDITS

For complete course descriptions, refer to the current College catalog.
Semester 1 is Fall, Semester 2 is Spring and Semester 3 is a Year-long course.

COLLEGE TITLE	COURSE CREDITS	SEMESTER	INSTRUCTOR	H.S. TITLE
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EXHIBIT B

FINANCIAL PROVISIONS

*Fill in the blanks. If the information is not applicable, indicate N/A in the blank.
Additional directions for completing this form are in italics.*

1. INSTRUCTORS

Instructors shall be provided as follows: *(Check the appropriate line)*

School District shall provide and pay all instructors.

College shall provide and pay all instructors.

Each party shall provide and pay for instructors as follows: Yavapai College will provide and pay for the instructor(s) for the Concurrent Enrollment college classes that are offered on the high school campus and Unified School District will provide and pay for all other instructors.

2. PAYMENTS TO THE SCHOOL DISTRICT

For each course for which the School District provides and pays for the instructor, the College shall pay the School District zero Dollars (\$0) per credit hour for each properly enrolled student, capped at zero Dollars (\$0) per credit hour for each course. *(Indicate N/A if there is no cap.)*

Invoices from the School District to the College shall be based on College course rosters and include the information listed in Exhibit A of this Agreement.

3. PAYMENTS OF TUITION AND FEES/COSTS TO THE COLLEGE

TUITION:

No tuition is charged for Dual Enrollment classes.

College tuition in non-Dual Enrollment classes varies based on discipline for in-state students. The tuition rates range from ninety-eight to two hundred Dollars (\$98 to \$200) per credit hour for each in-state student. College tuition also varies for out-of-state students based on discipline and the number of credit hours in which the student is enrolled. The tuition rates range from one hundred forty-three to four hundred eighty-two Dollars (\$143 to \$482) per credit hour for each student who, pursuant to A.R.S. §15-1802 or A.R.S. §15-1803, does not qualify for in-state student status.

(see <https://www.yc.edu/v6/academics/tuition-fees.html> for specific information about tuition rates).

ADDITIONAL FEES AND/OR COSTS:

Set out below are additional fees and costs and, for each, a designation as to whether the School District or student is responsible for payment of each fee or cost

Fees and Costs (Including special course fees; assessment costs, if any; etc.)	<i>For each fee or cost, check the appropriate line to indicate whether the School District or student is responsible for payment to the College of the fee or cost. .</i>
1. There is a \$10 per credit hour cost for Dual Enrollment classes.	District <input checked="" type="checkbox"/> Student <input type="checkbox"/>

4. COLLECTION AND PAYMENT OF TUITION AND FEES/COSTS

Check the appropriate line:

- School District is responsible for payment of tuition to the College.
- Each student is responsible for payment of tuition to the College.

For tuition and fee/cost payments required to be made by the School District to the College:

- A. School District is authorized and retains the discretion to collect tuition and fee/cost payments from its students to the extent School District deems appropriate; and
- B. School District may reduce its required payment of tuition and fees/costs owed to the College pursuant to paragraph 3 by the amount of any payment owed to School District by the College pursuant to paragraph 2.

For any tuition and fee/cost payment required to be made by a student to the College, the College shall establish an individual billing account for that student and the billing for such tuition and/or fees and costs shall occur in accordance with College policies and procedures.

5. FINANCIAL AID

Except as indicated in this section, College offers no grant, scholarship or financial aid for the dual enrollment program.

6. FORMAT OF INVOICES BETWEEN THE SCHOOL DISTRICT AND COLLEGE

The School District and College shall send invoices to the other to the attention and at the address listed below no later than thirty (30) days after the end of each semester. Each invoice shall detail any payments due. Payments shall be due within thirty (30) days of receipt of an invoice.

Payments to be sent to the College:
 Yavapai College
 Attn: Accounting Manager
 1100 E. Sheldon Street
 Prescott, AZ 86301

Invoices to be sent to the School District:
(specify administrator and address)

7. FULL TIME STUDENT EQUIVALENT FINANCIAL INFORMATION

Amount College received in FTSE in prior academic year:
(Specify dollar amount)
 \$

Portion of that FTSE distributed to School District:
(Specify percentage or dollar amount)
 \$0

Amount School District returned to College:
(Specify percentage or dollar amount)
 \$0

Dual Enrollment Classes currently planned for 2022-23

Note: Semester 1 is Fall, Semester 2 is Spring, and Semester 3 is a Year-long course.

American Heritage Academy

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Beginning Spanish I	SPA 101	4	1	Reihl
Beginning Spanish II	SPA 102	4	2	Reihl

Bagdad Unified School District #20

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
?? Basic Carpentry I	CBT 100	8	3	TBD
?? Basic Carpentry II	CBT 110	8	3	TBD
Culinary Principles	CUL 101	4	1	Bradford
Culinary Fundamentals: Hot Foods	CUL 102	4	2	Bradford
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	Bradford
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	Bradford
College Mathematics	MAT 142	3	1	Diehl
Elementary Statistics	MAT 167	3	2	Diehl
Precalculus (Algebra)	MAT 182	3	1	Diehl
Precalculus (Trigonometry)	MAT 183	2	2	Diehl
?? Oxyacetylene	WLD 130	4	2	TBD
?? Arc I	WLD 140	4	1	TBD
?? Arc II	WLD 145	4	2	TBD
?? Blueprint Reading	WLD 156	4	1	TBD
?? Gas Metal Arc Welding	WLD 210	4	1	TBD
?? Welded Metal Fabrication	WLD 250	4	2	TBD

Bradshaw Mountain High School (Humboldt Unified School District #22)

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Nursing Assistant	AHS 114	5	3	Smith
College Composition I	ENG 101	3	1	Leveron
College Composition II	ENG 102	3	2	Leveron
College Math	MAT 142	3	1	Larson
Precalculus (Algebra)	MAT 182	3	1	Young
Precalculus (Trigonometry)	MAT 183	2	2	Young
Principles of Management	MGT 220	3	2	Hall
Human Resource Management	MGT 223	3	2	Hall
Principles of Marketing	MGT 230	3	1	Hall
Business Communication	MGT 233	3	1	Hall
Beginning Spanish I	SPA 101	4	1	Van Oss
Beginning Spanish II	SPA 102	4	2	Van Oss
Lighting for Stage and Media	THR 160	3	2	Russell
Sound Design for Stage and Media	THR 161	3	1	Russell
Costuming, Hair and Make-Up	THR 163	3	2	Russell
Theatre Set & Props Building	THR 164	3	1	Russell
Practicums (THR 144 / 145 / 146 / 147)		1	1 or 2	Russell

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	4	1	Sanderlin
Cybersecurity Principles	CNT 105	3	1	Sanderlin
A+ Computer Technician Certification	CNT 110	4	2	Sanderlin
Introduction to Windows Server	CNT 120	3	1	Sanderlin
Security+: Implement & Maintain Network Security	CNT 135	3	2	Sanderlin
Cisco Routing and Switching I	CNT 140	4	2	Sanderlin

Camp Verde Unified School District #28

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	2	Tudor
Auto/Diesel Electrical Systems	AUT 109	4	1	Tudor
Auto Engine Repair	AUT 153	4	2	Tudor
<i>NOTE: AUT 123 and 126 alternate with AUT 109 and 153</i>				
First Aid/CPR/AED & Safety	EXW 153	2	1	Tudor
College Mathematics	MAT 142	3	1	Lewis
Elementary Statistics	MAT 167	3	2	Lewis
Precalculus (Algebra)	MAT 182	3	1	Andrews
Precalculus (Trigonometry)	MAT 183	2	2	Andrews
Calculus & Analytic Geometry I	MAT 220	5	1	Lewis
<u>Calculus & Analytic Geometry II</u>	<u>MAT 230</u>	<u>5</u>	<u>2</u>	<u>Lewis</u>

Chino Valley Unified School District #51

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Intro to Animal Industry	AGS 120	4	3	Hicks
Agricultural Mechanics	AGS 215	3	3	Holder
Horticulture Fall Production	AGS 250	4	3	Hicks
Culinary Principles	CUL 101	4	1	Boris
Culinary Fundamentals: Hot Foods	CUL 102	4	2	Boris
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	Boris
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	Boris
College Composition I	ENG 101	3	1	Reiman
College Composition II	ENG 102	3	2	Reiman
Major Issues in World Literature	ENG 217	3	2	Reiman
Introduction to Shakespeare	ENG 242	3	1	Reiman
College Mathematics	MAT 142	3	1	Isenberg
Elementary Statistics	MAT 167	3	2	Isenberg
Precalculus (Algebra)	MAT 182	3	1	Isenberg
Precalculus (Trigonometry)	MAT 183	2	2	Isenberg

Calculus and Analytic Geometry I	MAT 220	5	3	Isenberg
?? Oxyacetylene	WLD 130	4	1	Rotteger
?? Arc I	WLD 140	4	1	Rotteger
?? Arc II	WLD 145	4	2	Rotteger
?? Blueprint Reading	WLD 156	4	1	Rotteger
?? Gas Metal Arc Welding	WLD 210	4	2	Rotteger

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	4	1	Riley
Cybersecurity Principles	CNT 105	3	1	Riley
A+ Computer Technician Certification	CNT 110	4	2	Riley
Security+: Implement & Maintain Network Security	CNT 135	3	2	Riley

Mayer Unified School District #43

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Business Financial Applications	BSA 130	2	2	Burgess
Microsoft Office for Windows	CSA 126	3	2	Burgess
Organizational Behavior	MGT 140	3	1	Burgess
Principles of Management	MGT 220	3	1	Burgess
Human Resource Management	MGT 223	3	2	Burgess
Principles of Marketing	MGT 230	3	2	Burgess
Business Communication	MGT 233	3	1	Burgess

Mingus Union High School District #4

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Introductory Equine Science	AGE 100	4	1	Banuelos
Introduction to Animal Industry	AGS 120	4	2	Banuelos
Aquaculture Science	AGS 261	4	2	Banuelos
College Composition I	ENG 101	3	1	McKean
College Composition I	ENG 101	3	1	Fuller

College Composition II	ENG 102	3	2	McKean
College Composition II	ENG 102	3	2	Fuller
College Mathematics	MAT 142	3	1	Hartsock
Elementary Statistics	MAT 167	3	2	Hartsock
Precalculus (Algebra)	MAT 182	3	1	Mahendran
Precalculus (Trigonometry)	MAT 183	2	2	Mahendran
Calculus & Analytic Geometry I	MAT 220	5	1	Hartsock
Calculus & Analytic Geometry II	MAT 230	5	2	Hartsock
Oxyacetylene	WLD 130	4	2	Lamer
Arc I	WLD 140	4	1	Lamer
Arc II	WLD 145	4	2	Lamer
Blueprint Reading	WLD 156	4	2	Lamer
Gas Tungsten Arc Welding	WLD 200	4	1	Lamer
Gas Metal Arc Welding	WLD 210	4	1	Lamer
Welded Metal Fabrication	WLD 250	4	2	Lamer

Mountain Institute CTED #02

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Culinary Fundamentals: Breakfast & Garde Manger	CUL 103	4	1	TBD
Culinary Fundamentals: Baking & Pastry	CUL 104	4	2	TBD
<i>NOTE: CUL 101 and 102 alternate with CUL 103 and 104</i>				
Hazardous Materials First Responder Operations	FSC 104	3	1	Dougherty
Fire Prevention	FSC 135	3	1	Dougherty
Basic Wildland Firefighting	FSC 155	3	2	Dougherty
Fire Protection Systems	FSC 235	3	2	Dougherty

Northpoint Expeditionary Learning Academy

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Juvenile Justice Procedure	AJS 212	3	1	Carey
Serial Killers and Mass Murder	AJS 192	3	1	Carey

AJS 101 and 225 alternate with AJS 212 and 192 or 226

Prescott Unified School District #1

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	2	Predmore
Auto/Diesel Electrical Systems	AUT 109	4	1	Predmore
Automotive Brakes	AUT 123	4	1	Predmore
Auto/Diesel Suspension & Steering	AUT 126	4	2	Predmore
Auto Engine Repair	AUT 153	4	2	Predmore
College Composition I	ENG 101	3	1	Willard
College Composition I	ENG 101	3	1	Hawley
College Composition II	ENG 102	3	2	Willard
College Composition II	ENG 102	3	2	Hawley
Animation Principles	FMA 100	3	1	Matiacio
Stop Motion Animation	FMA 113	3	2	Matiacio
College Mathematics	MAT 142	3	2	Ater
College Algebra	MAT 152	3	1	Ater
Elementary Statistics	MAT 167	3	2	Ater
Precalculus (Algebra)	MAT 182	3	1	Ater
Precalculus (Trigonometry)	MAT 183	2	2	Ater
Principles of Management	MGT 220	3	2	TBD
Human Resource Management	MGT 223	3	2	TBD
Principles of Marketing	MGT 230	3	1	TBD
Business Communication	MGT 233	3	1	TBD
Beginning Spanish I	SPA 101	4	1	Boehle

Beginning Spanish II	SPA 102	4	2	Boehle
Intermediate Spanish I	SPA 201	4	1	Boehle
<u>Intermediate Spanish II</u>	<u>SPA 202</u>	<u>4</u>	<u>2</u>	<u>Boehle</u>

CONCURRENT ENROLLMENT ON HS CAMPUS

Network & Cybersecurity Fundamentals	CNT 101	3	1	Phillips
Cybersecurity Principles	CNT 105	3	3	Phillips
A+ Computer Technician Certification	CNT 110	4	2	Phillips
<u>Security+: Implement & Maintain Network Security</u>	<u>CNT 135</u>	<u>3</u>	<u>2</u>	<u>Phillips</u>

Sedona-Oak Creek Joint Unified School District #9

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Acting I	THR 131	3	2	McKenzie
Stagecraft	THR 141	3	2	McKenzie
Scene Study for Actors	THR 151	3	1 or 2	McKenzie
<u>Practicums (THR 144 / 145 / 146 / 147)</u>		<u>1</u>	<u>1 or 2</u>	<u>McKenzie</u>

Seligman Unified School District #40

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
<u>Introductory Equine Science</u>	<u>AGE 100</u>	<u>4</u>	<u>2</u>	<u>Wallace</u>

Tri-city College Preparatory High School

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Network & Cybersecurity Fundamentals	CNT 101	3	1	Halvorson
A+ Computer Technician Certification	CNT 110	4	2	Halvorson

NOTE: CNT 105 and 135 alternate with CNT 101 and 110

College Composition I	ENG 101	3	1	Kauffman
College Composition II	ENG 102	3	2	Kauffman
College Mathematics	MAT 142	3	1	Irvine
Elementary Statistics	MAT 167	3	2	Irvine

Precalculus (Algebra)	MAT 182	3	1	Irvine
Precalculus (Trigonometry)	MAT 183	2	2	Irvine
Calculus & Analytic Geometry I	MAT 220	5	1	Irvine
Calculus & Analytic Geometry II	MAT 230	5	2	Irvine

Valley Academy for Career and Technology Education District #01

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
The Police Function	AJS 230	3	1	Choate
Current Issues in Criminal Justice	AJS 200	3	2	Choate
Community Relations	AJS 270	3	2	Choate
Basic Carpentry I	CBT 100	8	1	Black
Basic Carpentry II	CBT 110	8	2	Black
Basic Residential Electrician	CBT 115	3	1	Black
Basic Residential Plumbing	CBT 120	5	2	Black
Emergency Medical Technician	EMS 132	10	3	Lewis
Hazardous Materials First Responder Operations	FSC 104	2	1	Darby
Firefighter I & II Certification Academy	FSC 105	12	3	Darby
Basic Wildland Firefighting	FSC 155	3	2	Darby

Western Maricopa Education Center #402

TITLE	COURSE	CREDITS	SEMESTER	INSTRUCTOR
Auto/Diesel Preventative Maintenance	AUT 100	2	1	Soja
Diesel Engine Repair Technology	AUT 108	4	1	Soja
Auto/Diesel Electrical Systems	AUT 109	4	2	Soja
Auto/Diesel Heating & Air Conditioning	AUT 128	4	2	Soja
Auto/Diesel Manual Drive Trans	AUT 124	4	1	Soja
Auto/Diesel Suspension & Steering	AUT 126	4	1	Soja
Diesel Braking Systems	AUT 135	4	2	Soja
Diesel Engine Performance	AUT 225	4	2	Soja

Agenda Item: 3.ci

Yavapai College District Governing Board
2022-2023

BOARD POLICY REVIEW **DRAFT** SCHEDULE

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

2022-2023

DRAFT District Governing Board Calendar Dates

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

2021-2022
District Governing Board **Agenda Item: 4.bi**
Calendar Dates

Month	Board Study Sessions	Board Meeting Type
Tuesday, May 17, 2022 Start Time: 1:00pm Prescott Campus Community Room (19-147)		Budget Public Hearing/Adoption Business Meeting
Tuesday, May 24, 2022 9:00am-4:00pm Chino Campus		Board Self-Assessment Workshop

Agenda Item: 4.b.ii

DATES AND PLACES OF COLLEGE HOSTED EVENTS – FY 2021-2022	
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
Test Drive YC- Prescott CTEC Campus	Saturday April 9, 2022, 9:00 a.m. Register at www.yc.edu/testdrive
Test Drive YC- Prescott Valley Center	Friday April 15, 2022, 9:00 a.m. Register at www.yc.edu/testdrive
Test Drive YC- Prescott Campus	Saturday April 23, 2022, 9:00 a.m. Register at www.yc.edu/testdrive
Test Drive YC- Verde Valley Campus	Saturday April 30, 2022, 9:00 a.m. Register at www.yc.edu/testdrive
Test Drive YC- Chino Valley Center	Saturday May 21, 2022, 9:00 a.m. Register at www.yc.edu/testdrive
Evening of Recognition – Verde Campus	Tuesday, April 19, 2022, 6PM Location: Verde Valley M-134
Evening of Recognition – Prescott Campus	Wednesday, April 20, 2022, 6PM Location: Prescott Campus 19-147
Yavapalooza Spring Festival	Friday, April 22, 2022 – Time: 4PM Location: Prescott Campus – Parking Lot B
All Student-Athlete Banquet	Sunday, April 24, 2022 – Time: 6:00 p.m. Prescott Campus, Walraven Gym
YCF Annual Meeting/Luncheon	Wednesday, May 11, 2022 – Time: 11:30AM YCPAC Stage
Verde Valley Commencement	Saturday, May 7, 2022, 9:00 a.m. & 12:00 p.m. Location: Sedona Performing Arts Center
Prescott Commencement	Sunday, May 8, 2022, 3:00 p.m. Location: Findlay Toyota Center- Prescott Valley
Nursing Pinning Ceremony	Saturday, May 14, 2022 Location: Prescott Campus – Performing Arts Center
GED Graduation Ceremony	May 21, 2022, 1:00 p.m. Location: Prescott Campus – Community Room
Northern Arizona Regional Training Academy (NARTA) Commencement	Thursday, June 2, 2022 – Time: 11AM Location: Prescott Performing Arts Center

Agenda Item: 4.b.iii

LIST OF DATES AND PLACES OF NATIONAL, STATE, AND LOCAL CONFERENCES, CONGRESSES, WEBINARS, SEMINARS AND EVENTS – FY 2021-2022	
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
ACCT Leadership Congress 2022	Wednesday, October 26 – Saturday, October 29, 2022 Location: New York, New York