STRATEGIC PLANNING/BUDGET DISCUSSION

FY16 REVENUE PROPOSALS

Prepared for the District Governing Board
March, 2015
YC STRATEGIC PLAN
INITIATIVES AND STRATEGIES

• Student Success & Satisfaction
  • Ends 1.1.1, 1.1.2, 1.1.3

• Quality and Effectiveness of Instruction
  • Ends 1.1.1, 1.1.2, 1.1.3

• Fiscal Stewardship and Efficiency
  • End 1.0

• Employee Development
  • Ends 1.1, 1.2, 1.3

• Community Development and Partnerships
  • Ends 1, 1.1, 1.2, 1.3
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*Represents Planning for the next fiscal year

DAP - Dept. Action Plan
## FY15 Strategic Planning Modifications

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**Note:**
- August reflects planning for the next fiscal year.
- DAP - Dept. Action Plan

**Representatives:**
- August, September, October, November, December: President’s Staff
- January, February, March, April, May, June: President’s Leadership Team
- July: District Governing Board
### YC BUDGETING PROCESS

**District Governing Board**

1. Reaffirm/change End Statements
2. Review Prior Year Progress Toward Ends
3. Envision Analysis & Budget Assumptions
4. Capital Budget Draft Plan
5. Create CIP Priorities
6. Revenue Plan
7. Prioritize requests for new resources to President’s Staff based on Ends and KPI’s
8. Provide Feedback
9. Budget mgrs. use DAPs to develop Employee Goals
10. Review Truth in Taxation Hearing

**President’s Staff**

- Budget Kick-Off Overview

**President’s Leadership Team**

- 2. Review and update Strategic Plan
- 3. Formal meetings to obtain input on Strategic Priorities & Budget
- 4. Capital Budget Analysis
- 5. Create CIP Priorities
- 6. Revenue Plan & Recommendations
- 7. Present Budget Priorities to Campus. Solicit Feedback
- 8. Provide Feedback

**Managers, Faculty and Staff**

- 1. Formal meetings to obtain input on Strategic Priorities & Budget
- 3. Formal meetings to obtain input on Strategic Priorities & Budget
- 4. Create & Prioritize DAPs and Requests for New Resources
- 5. Provide Feedback

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- **Represents Planning for the next fiscal year**
- **Represents Budget Process for next fiscal year**
- **DAP = Dept. Action Plan**
- **KPI = Key Performance Indicator**
## YC Strategic Planning Cycle

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- Represents Planning for the next fiscal year
- Represents Budget Process for next fiscal year
- Represents Implementation for the current fiscal year

DAP - Dept. Action Plan<br>KPI = Key Performance Indicator<br>SP = Strategic Plan
PRIMARY REVENUE SOURCES

• State Appropriation

• Tuition & Fees

• Property Taxes
STATE M&O APPROPRIATION

Arizona Community Colleges
State Support by Student Credit Hour
FY 2014-15

<table>
<thead>
<tr>
<th>College</th>
<th>State Aid/SCH</th>
<th>Equalization Aid</th>
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<tbody>
<tr>
<td>Eastern</td>
<td>$181</td>
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<tr>
<td>Northland</td>
<td>$97</td>
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<td>Cochise</td>
<td>$30</td>
<td>$18</td>
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<td>Coconino</td>
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<td>$15</td>
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<td>Mohave</td>
<td>$19</td>
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<td>Az Western</td>
<td>$17</td>
<td>$15</td>
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<td>Central Az</td>
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<td>Pima</td>
<td>$12</td>
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<td>Yavapai</td>
<td>$7</td>
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<td>Maricopa</td>
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ANTICIPATED CHANGE IN STATE APPROPRIATIONS

- **Operations:**
  - -$20k Enrollment Decrease

- **Capital/STEM:**
  - No change

- **If across-the-board cuts**
  - **Operations:**
    - -$120k State Budget Cuts

  - **Capital/STEM:**
    - -$120k State Budget Cuts
Tuition & General Fees

Weighted Annual Tuition - FY14
30 Credits

Source: ACCBOC, CollegeBoard Trends, JLBC FY15 Baseline Report
TUITION & FEE GOALS

- **Be transparent**
  - Very few course/program fees

- **Price increases** near average inflation rate

- Remain **price-competitive** with AZ schools

- Keep price more than 19% below national average Community College T&F to remain accessible

<table>
<thead>
<tr>
<th>County Median $</th>
<th>AZ Median $</th>
<th>US Median $</th>
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<tr>
<td>$42,987</td>
<td>$49,771</td>
<td>$53,046</td>
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<td>(-19%)</td>
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<th>Poverty Rate</th>
<th>County</th>
<th>AZ</th>
<th>US</th>
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<td>15.8%</td>
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<td>17.9%</td>
<td>15.4%</td>
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TUITION & FEE DECISIONS

• In State
  • 3 Tiers (almost no course fees)
    • Gen Ed
    • Lab
    • CTE/ Allied Health
  • Dual Credit
  • Market Based
  • General Fees
  • Course Fees

• Out of State
  • WUE
  • Regular

• Services
IN-STATE TUITION RECOMMENDATIONS

- In-state
  - Tier 1: +$3
  - Tier 2: +$3
  - Tier 3: +$4
  - $400k increase (4%)

- Dual Credit
  - no charge

- Market Based
  - AVT:
  - EMS:
  - FSC: +43
  - GST:
  - NARTA:
  - NUR:
  - RAD: +$11

- Exceptions
  - See spreadsheet
GENERAL FEES AT YAVAPAI COLLEGE

• We have very few fees
  • No
    • Application
    • Registration
    • Add/Drop
    • Technology
    • Parking
    • Student Activity
    • Online Course
    • Most Courses
    • Most Programs
    • Graduation

• Yes (no changes)
  • Nursing Application
  • Course Audit Fee
  • CLEP Exam
  • Credit by Exam
  • GED Test
  • Official Transcript
  • Replacement Diploma
COURSE FEE RECOMMENDATIONS

- Aviation (pass through)
  - Helicopter 6.87%
  - Fixed Wing 9%

- Justifications
  - Increase flight hours
  - Increase operating costs
  - Increased FAA fees
  - First Fixed Wing price increase since program inception
OUT-OF-STATE TUITION RECOMMENDATIONS

• Out-of-State
  • WUE: +3.5%
    • Students from AK, AZ, CA, CO, HI, ID, MT, NV, NM, ND, OR, SD, UT, WA, WY pay 150% of in-state rates
    • Do NOT include AVT, EMS, FSC, GST, NUR, RAD, UAS
  • Standard Rate: +3.5%
OTHER SERVICES

• Residence Halls: +3%

• Meal Plans: +3%

• Family Enrichment Center: +3%
REVENUES: PROPERTY TAX

Arizona Community College
2015 Primary Property Tax Rates
(in mils)

Source: Consolidated Community College 2015 State Aid Request
UNRESTRICTED REVENUES:
PROPERTY TAX PROPERTY TAX LEVY VS. INFLATION

Inflation averaged 2%  YC Tax Levy increase averaged 1%
PROPERTY TAXES

• 9 of 10 community college districts plan to request 2% Levy increase

• YC Levy:
  • Per statute, could request up to 10%
  • Will request 2% ($820k)
  • First request in 3 years
Discussions

TUITION DECISION
&
PROPERTY TAX FEEDBACK