

YAVAPAI COLLEGE
BUDGET-IN-BRIEF

Fiscal Year Ending June 30, 2027



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MISSION

Yavapai College transforms lives and strengthens the local economy through education.

VISION

Yavapai College ensures our community is a premier place to learn, work, and live.

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:

- Job seekers
- Transfer students
- Adult Basic Education
- Lifelong learners
- Maximize persistence and completion
- 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.

PHOTOS TOP TO BOTTOM: Prescott Campus, Verde Valley Campus, Prescott Valley Center, Career & Technical Education Center, Chino Valley Center and Sedona Center



from the PRESIDENT

Dear Yavapai College Community,

As we enter the 2027 fiscal year, I want to acknowledge the continued evolution of the economic, technological, and political landscape shaping both our institution and the communities we serve. The release of our 2027 Budget Book reflects our enduring commitment to transparency, accountability, and thoughtful stewardship of public resources as we navigate a dynamic higher education environment.

Higher education continues to experience policy shifts at both the federal and state levels, influencing funding models, financial aid, and workforce development priorities. Ongoing conversations around affordability, student debt, and career-aligned education present both opportunities and uncertainties. At Yavapai College, we remain focused on advocating for policies that support student success while maintaining our commitment to academic excellence, institutional integrity, and innovation.

Economic pressures persist, particularly in areas such as housing affordability, healthcare, and the cost of everyday goods and services. These challenges affect not only our operational planning but also the well-being and success of our students, faculty, and staff. We recognize the importance of addressing these realities with empathy, adaptability, and strategic decision-making.

Rising operational costs continue to require disciplined fiscal management and creative solutions. We remain dedicated to balancing innovation and growth with affordability and access ensuring that a Yavapai College education remains within reach for all who seek it.

This year, we became the first community college in the nation to offer an optimized baccalaureate degree in Business requiring only 92 credits instead of 120 and entirely textbook free with no additional fees. In fall, we launch two more optimized degrees in Public Safety Administration and Graphic Design. These programs reflect our commitment to providing high-quality, accessible education that aligns with industry demand and supports economic vitality.



Yavapai College remains one of the most affordable higher education institutions in the nation, with low tuition and property tax rates. We are proud of our strong student outcomes, including leading graduation rates in Arizona, high levels of Arizona General Education Curriculum completion, and successful transitions of students into careers or further education.

We honor the trust placed in us by our community through high-quality programming, and a steadfast focus on student achievement. I extend my sincere appreciation to all who contributed to the development of this year's budget. Your insight and dedication are vital to our continued success.

Together, we will continue to adapt, innovate, and lead ensuring that Yavapai College remains a transformative force in the lives of our students and in the strength of our community.

Thank you for your ongoing commitment to our mission and vision.

A handwritten signature in black ink that reads "Lisa B. Rhine". The signature is fluid and cursive, with a large, stylized initial "L".

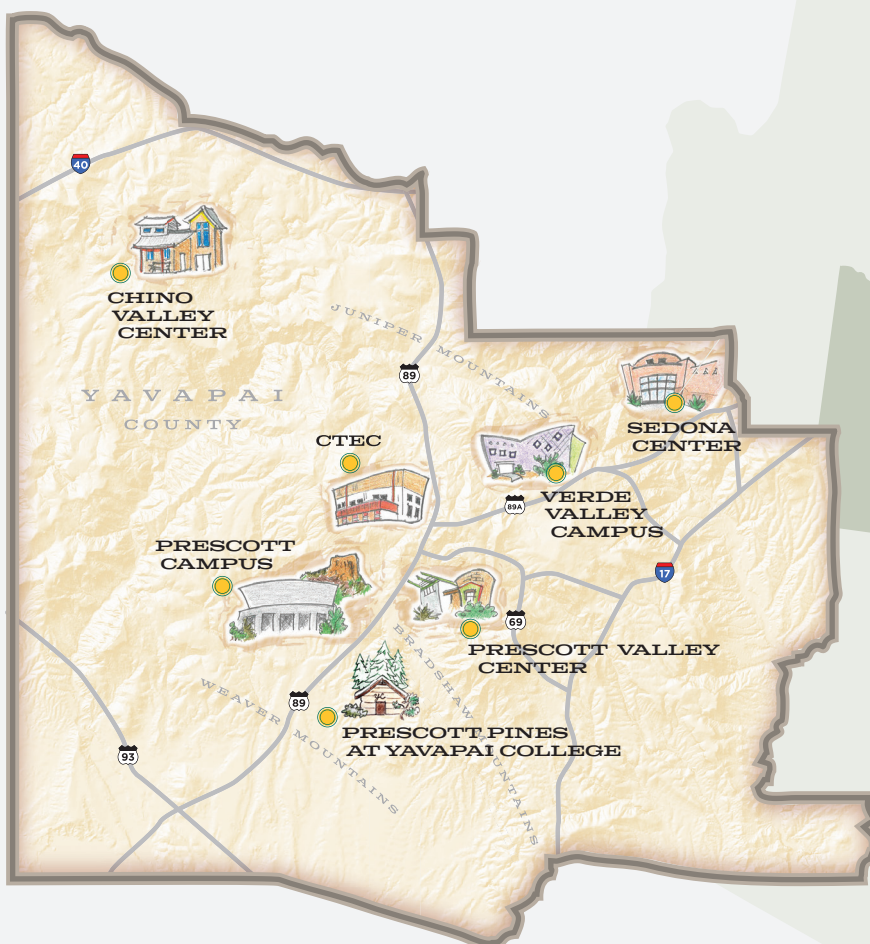
Lisa B. Rhine, Ph.D.
Yavapai College President

YAVAPAI COLLEGE AT A GLANCE

Institutional Profile

Per the District Governing Board, YC exists to provide quality educational opportunities, to support economic development, and to enhance cultural opportunities for our communities. The College will achieve these as a cost the Board believes is justifiable.

- Over 10,000 credit and non-credit students choose Yavapai College every year.
- YC offers 7 Associates Degrees in two broad categories of baccalaureate transfer or career & technical education. Transfer degrees include Associate of Arts, Associate of Arts in Education, Associate of Arts in Fine Arts, Associate of Business, Associate of General Studies, and Associate of Science. The Associate of Applied Science prepares graduates to enter the workforce in a variety of career & technical fields. In addition, the College offers more than 75 certificates in career and technical fields. Finally, the College has begun offering baccalaureate degrees in Business, Nursing, and Computer Science.
- Unique destination programs include Aviation, Gunsmithing, Northern Arizona Regional (Police) Training Academy, and the award-winning Southwest Wine Center.
- Yavapai College is accredited by the Higher Learning Commission. As such, the majority of our general education classes are accepted at public universities across the nation, which saves students money should they decide to continue their studies beyond an Associate's Degree. In addition, accreditation allows our students to access federal grants and loans.
- More than 1 in 3 Yavapai County high school graduates choose to attend YC.
- In addition to offering classes in high schools and online, YC services the 8,100 square miles of Yavapai County through 880,000 sq. ft of buildings on 300+ acres of property at 7 locations (see below). Per an independent assessment, YC is one of the better-maintained colleges- we do this because it lowers the total costs of ownership.



YAVAPAI COUNTY

FINANCIAL FACTS

LOW TUITION



2ND LOWEST COLLEGE IN AZ,
WHICH IS 4TH LOWEST TUITION IN US

LOW COST PER STUDENT



- PER AZ CONSTITUTION, COST IS SAME OR LOWER THAN 1980 WHEN ADJUSTED FOR INFLATION
- NEAR NATIONAL AVERAGE

LOW PROPERTY TAXES



- AVERAGE RATE FOR AZ COMMUNITY COLLEGES
- AZ IS 4TH LOWEST IN US

STRONG CREDIT RATINGS



- MOODY'S
- STANDARD AND POOR

WELL-MAINTAINED FACILITIES



BEST-IN-CLASS NET
ASSET VALUE RATINGS

VALUE

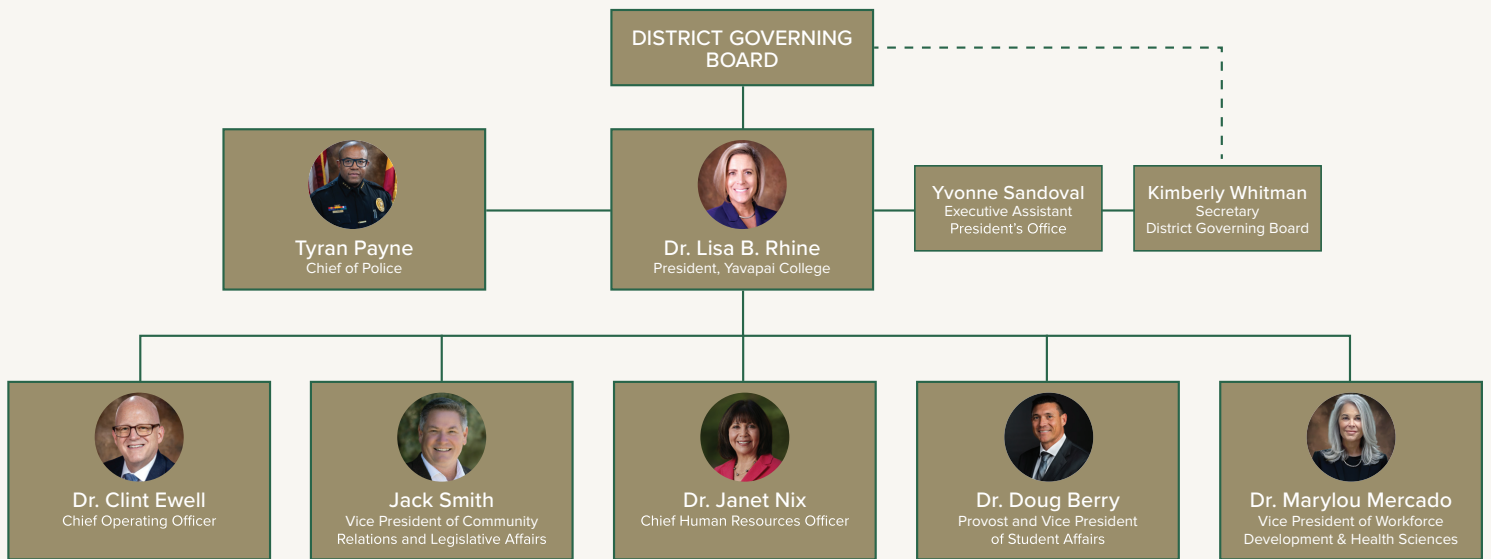


\$312,000
MORE EARNINGS
WITH ASSOCIATE
DEGREES



\$1 = \$7.80
TAXPAYERS
INVESTMENT

ORGANIZATION CHART



District Governing Board



William Kiel
District 1

Badger, Bagdad, Castle Hot Springs 1 and 2, Congress, Copper Basin, Hidden Valley, Hillside, Holiday/Well Fargo, Kirkland, Mile High, Miller Valley East and West, Montana, Mountain Club, Northside, Pine Knoll, Pine Lakes, Ponderosa, Prescott Heights, Prescott Northwest, Prescott South, Prescott Southwest, Prescott West, Rincon, Rose Lakes, Senator, Skull Valley, Taylor Hicks, Thumb Butte/Dearing Pk, Walnut Grove, White Spar, and Yarnell.



Deb McCasland
District 2

Aqua Fria, Beaver Creek, Camp Verde 1 and 2, Canyon, Cherry Creek, Cordes Lakes, Cornville, Crown King, Humboldt, Mayer, Middle Verde, Montezuma, Prescott Country Club, Stoneridge, Sugarloaf and Verde Lakes.



Toby Payne
Board Secretary
District 3

Big Park, Bridgeport 1 and 2, Clarkdale, Clemenceau, Coffee Pot, Cottonwood, Fir, Jacks Canyon, Jerome 1 and 2, Mingus, Orchard, Quail Springs, Red Rock 1 and 2, Red Rock East, Red Rock West, Verde Village, Western, and Wild Horse.



Patrick Kuykendall
District 4

Antelope, Ashfork, Big Chino, Camp Wood, Chino Valley 1 and 2, Country Park, Cougar, Coyote Springs, Deep Well, Drake, Granite, Perkinsville, Pinon Oaks, Sandretto, Seligman, Shadow Valley, Spruce, Williamson Valley, West Chino, and Willow.



Steve Bracety
Board Chair
District 5

Castle, Diamond Valley, Glassford, Granville, Groom Creek, Horseshoe, Lynx Creek, Mountain View, Prescott Valley 1/Navajo, Prescott Valley 2, Pronghorn View, Roundup, Superstition, and Yavapai Hills.

FISCAL YEAR 2027 STRATEGIC INITIATIVES



1 ARTIFICIAL INTELLIGENCE

Teach Students to ethically apply AI tools throughout the curricula, and build a college culture where AI is used ethically, confidently, and appropriately across the institution to enhance efficiency and effectiveness.

2 IMPROVE PART-TIME STUDENT SUCCESS

Implement proven best practices to improve course success, retention, and completion. This could include online, tutoring, advising/ mentoring, support services such as drop-in childcare, etc.

3 PRISON EDUCATION PROGRAM

Offer online, PELL-eligible Baccalaureate degrees.

4 ACADEMIC PROGRAM PRIORITIZATION

Review current portfolio of programs to determine which to sunset, right-size, sustain, or add.

5 WORKFORCE TRAINING

Provide workforce training in high-growth industries, including advanced manufacturing and healthcare, to meet regional and state workforce needs and support pathways to living-wage careers.

6 DEVELOP AN OPERATIONAL DATA STRATEGY

Develop processes and tools to enhance data accuracy, quality, and decision making.

7 WORKFORCE HOUSING

Create attainable housing options for YC employees to rent or buy.

8 PUBLIC RELATIONS & MARKETING

Strengthen awareness of YC's programs, impact, and value through strategic marketing and storytelling that supports enrollment growth, community engagement, and economic development.

9 SECURITY

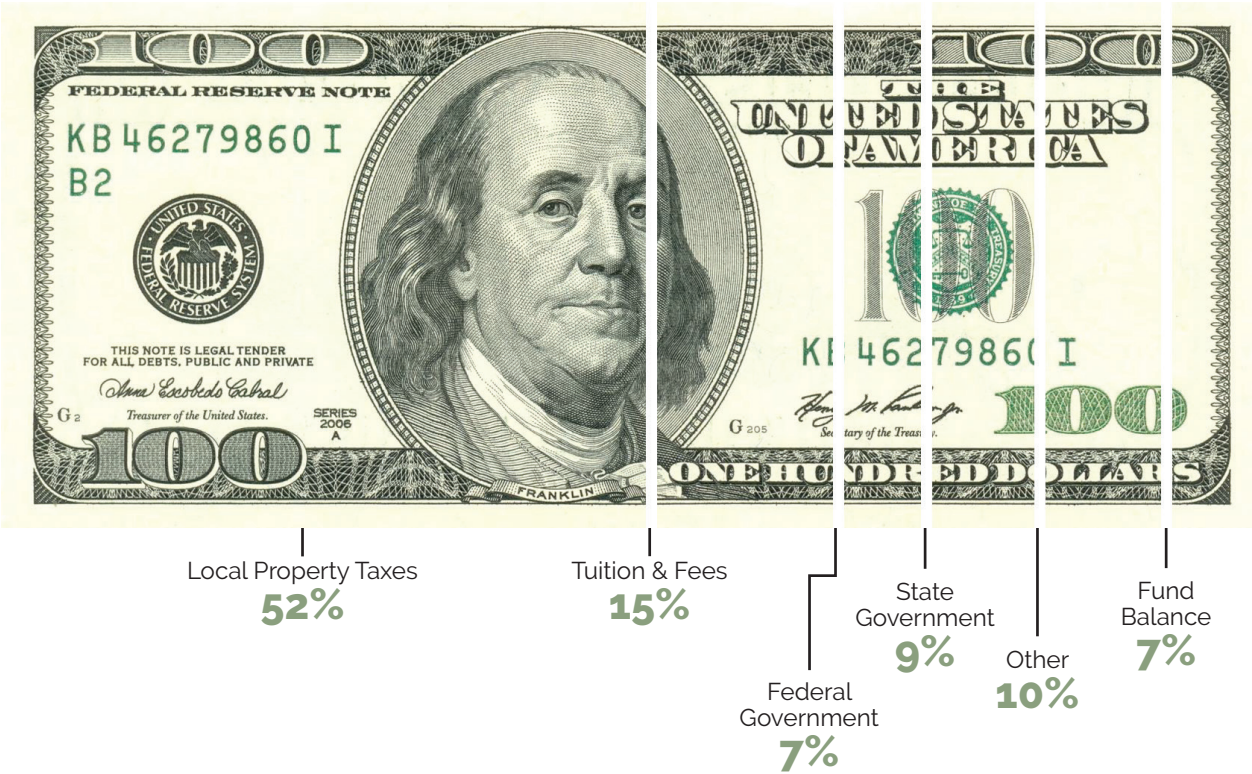
Create processes and invest in hardware & software to improve the safety of YC students and employees.

Visit yc/spc.com

BUDGETED REVENUES

Yavapai College has a diversified revenue structure consisting of local property taxes, student tuition and fees, federal and state aid, and other institutionally generated revenues.

SOURCES	AMOUNT
Local Property Taxes	\$ 59,513,800
Tuition & Fees	16,877,600
State Government	8,299,700
Federal Government	10,715,500
Other	11,455,200
Fund Balance	7,919,900
TOTAL	\$ 114,586,700

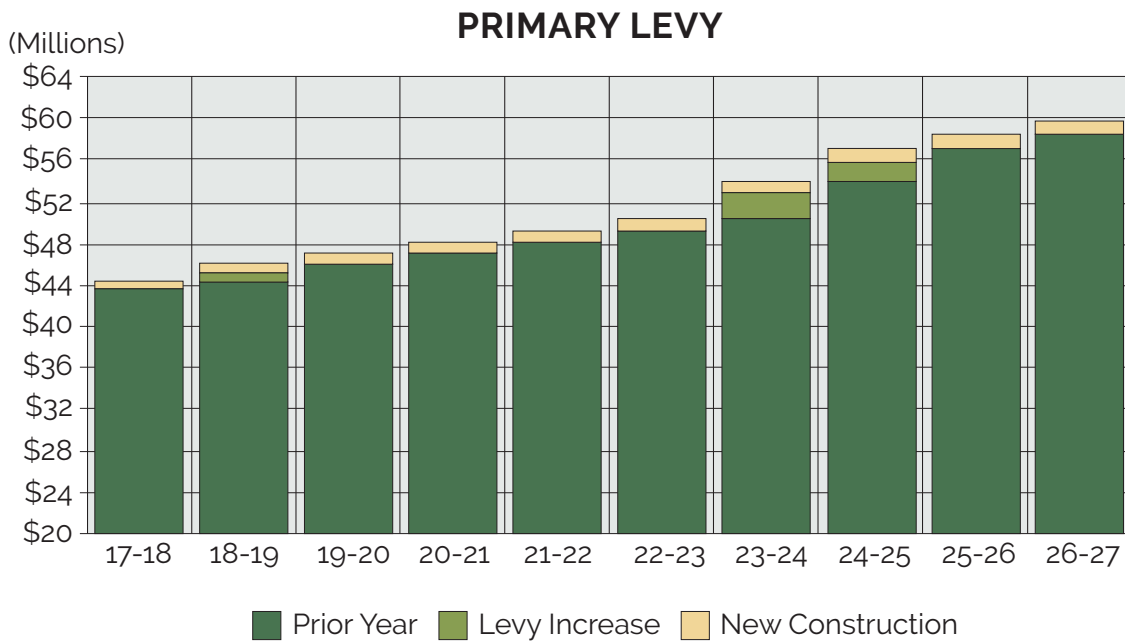




Property Taxes

Yavapai College has the lowest effective property tax rates in Arizona.

- Per taxfoundation.org, AZ has 4th lowest property tax.
- YC property tax rates are near the average for AZ Community Colleges.
- Through sound Fiscal Stewardship, YC has been able to limit property tax increase to roughly 1% per year, which is half of the allowable amount. This shared investment supports our neighbors and our local economy. The Board did not raise taxes for FY26-27.



Tuition & Fees

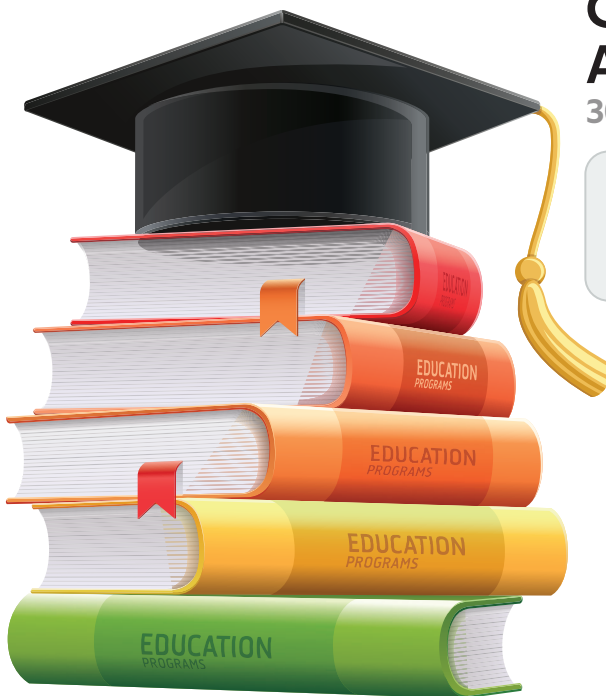
In accordance with the Constitution of Arizona, YC strives to keep tuition as low as possible without impairing the quality of programs and services.

Since Yavapai County's median income is 16% below the national average, YC tuition is purposely set below its national community college peers to keep the college dream affordable and accessible. In addition, YC offers scholarships and discounts to support strategic goals.

- Roughly \$1.5M in discounts to high school students taking face-to-face college courses
- YC Promise allows recent high school graduates to earn a free Associate Degree if they complete within two years. Similarly, Workforce Promise is available to any county resident who completes their first career technical education degree from YC within two years
- 20% discount to encourage students to attend full time
- 50% discount to older residents as a thank you for their financial support they pay in property taxes
- 50% discount for high school students taking college courses



\$116
PER CREDIT
16% BELOW THE
NATIONAL AVERAGE



Cost Comparison: Annual Tuition & Fees 30 Credits/FY2027

\$2,712

Yavapai College Tuition

\$4,150

National Community College average

\$13,258

Arizona 4-Year University average

[Rev. May2026]



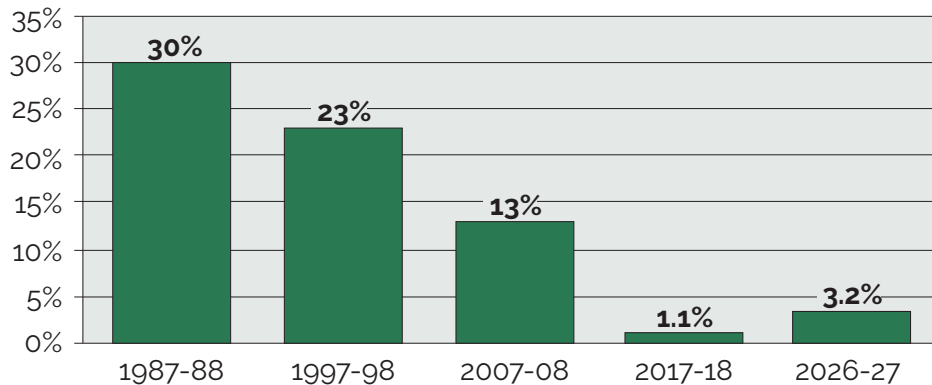
State Government

State appropriations are monies received from the State of Arizona. The monies are used to support operations and specific programs within the College.

REVENUE SOURCES	AMOUNT
Maintenance & Operations	\$ 683,900
Rural Community College Aid	1,899,200
Science Technology Engineering & Math (STEM)	762,500
Prop 301 (to invest in Workforce Development programs)	1,624,500
Prop 207 (workforce development, job training, CTE, STEM)	2,600,000
Adult Basic Education	174,600
Other	565,000

Arizona has steadily defunded community colleges over the past 30 years. Today YC receives 7.2% of its total revenues from the state. Only 3.2% of its unrestricted revenues come from the state

ARIZONA DEFUNDED COMMUNITY COLLEGES
(State Appropriations of Unrestricted Funds)





BUDGETED EXPENDITURES BY FUND

General Fund: This fund reflects the operating budget needed to conduct the day to day business of the College.

Restricted Fund: This fund accounts for monies that were given to the College on the condition they be used for a specific purpose, such as gifts, grants, or contracts.

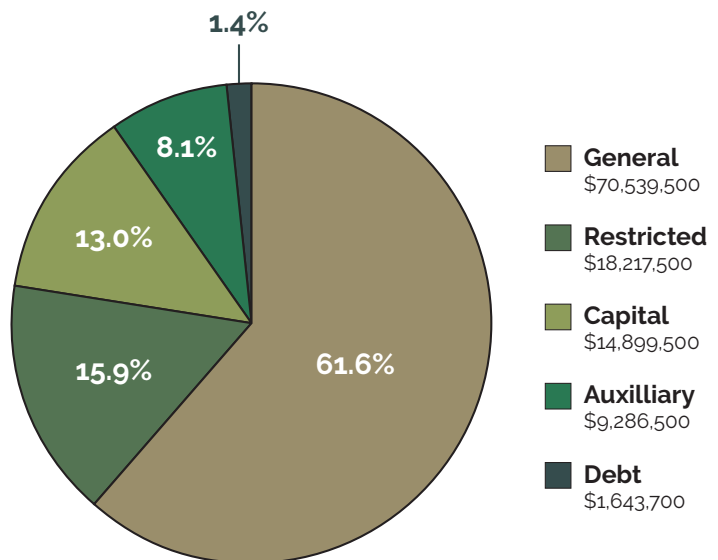
Debt Fund: This fund tracks the issuance or repayment of principal, interest, and other related fees for long term debt.

Capital (Plant) Fund: This fund records large improvements in building, infrastructure, and grounds, which are then depreciated over time.

Auxiliaries Fund: This fund tracks revenues and expenses for non-core services provided to students, employees, and the general public.

FUND	AMOUNT
General	\$ 70,539,500
Restricted	18,217,500
Debt	1,643,700
Capital	14,899,500
Auxiliary	9,286,500
TOTAL	\$ 114,586,700

FY2027 BUDGET BY FUND



General Fund

This fund reflects the operating budget needed to conduct the day-to-day business of the College.

Instruction: Educational activities that occur in the classroom or lab.

Public Service: Non-instructional activities which primarily benefit people external to the institution such as YCPAC.

Student Services: Support services to recruit students and help them enroll in the right program of study, as well as activities that support the students' development outside of the classroom.

Academic Support: Those services which directly support Instruction such as libraries, galleries, deans, and audio-visual.

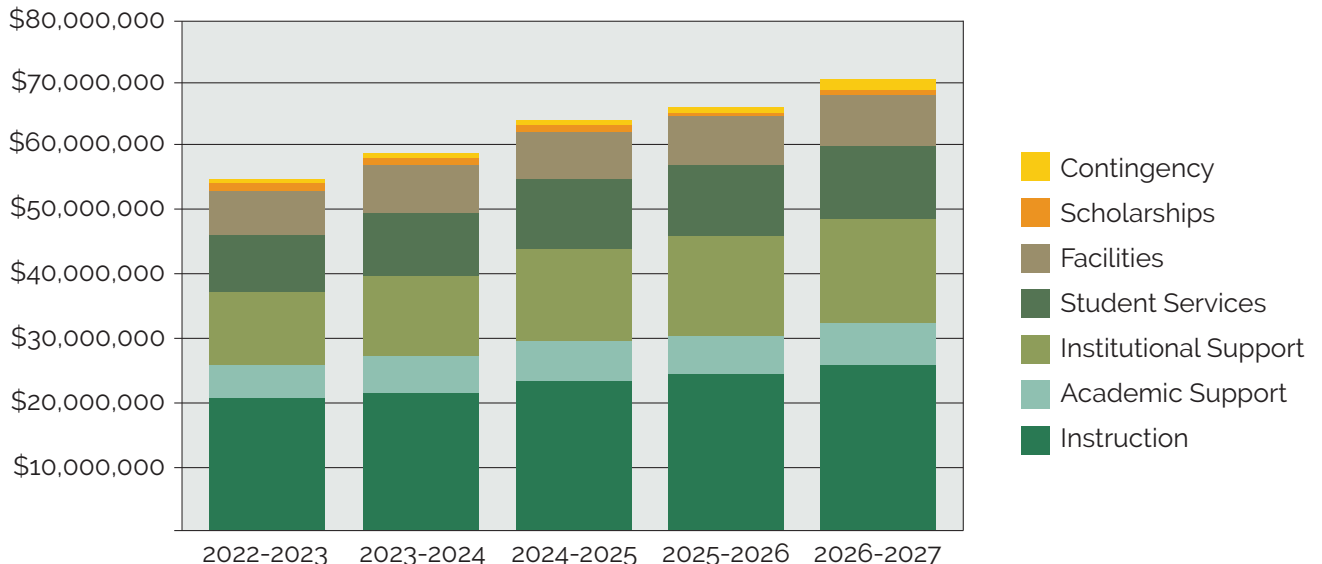
Institutional Support: Those administrative functions needed to plan and manage the college including executives, accounting, human resources, information technology, marketing, etc.

Facilities: Those activities associated with the operations of the college's physical facilities including maintenance, grounds, and custodial services.

Scholarships: Financial aid awarded to students to lower their costs of attending college.

GENERAL FUND	AMOUNT
Instruction	\$ 25,987,100
Academic Support	6,448,200
Institutional Support/ Administration	16,280,500
Student Services	11,201,100
Facilities	8,178,800
Scholarships	869,000
Contingency	154,800

GENERAL FUND
Expense Budget by Program





Restricted Fund

This fund accounts for monies (such as gifts, grants, or contracts) that were given to the College on the condition they be used for a specific purpose.

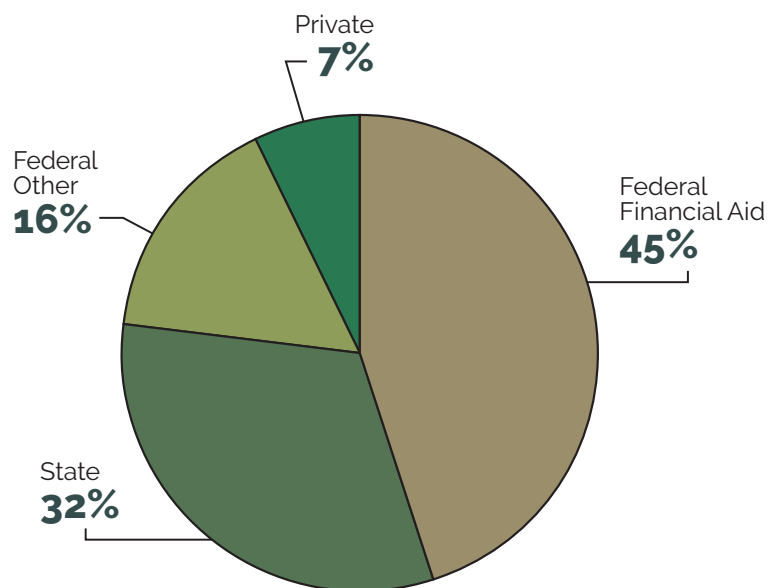
This year, the College brought \$18.2M of revenues to be spent in Yavapai County..

Federal Financial Aid is money to help students pay for College. This includes a host of programs such as:

- Federal Pell Grants
- Federal Work-Study
- Federal Direct Loans
- Federal Plus Loans
- Federal VA Benefits

Other grants support workforce development programs, provide Adult Basic Education for students wishing to earn their General Equivalency Diploma (GED), encourage first-generation college students to enroll, prevent substance abuse, and create lifelong learning opportunities for older adults.

RESTRICTED REVENUES BY SOURCE





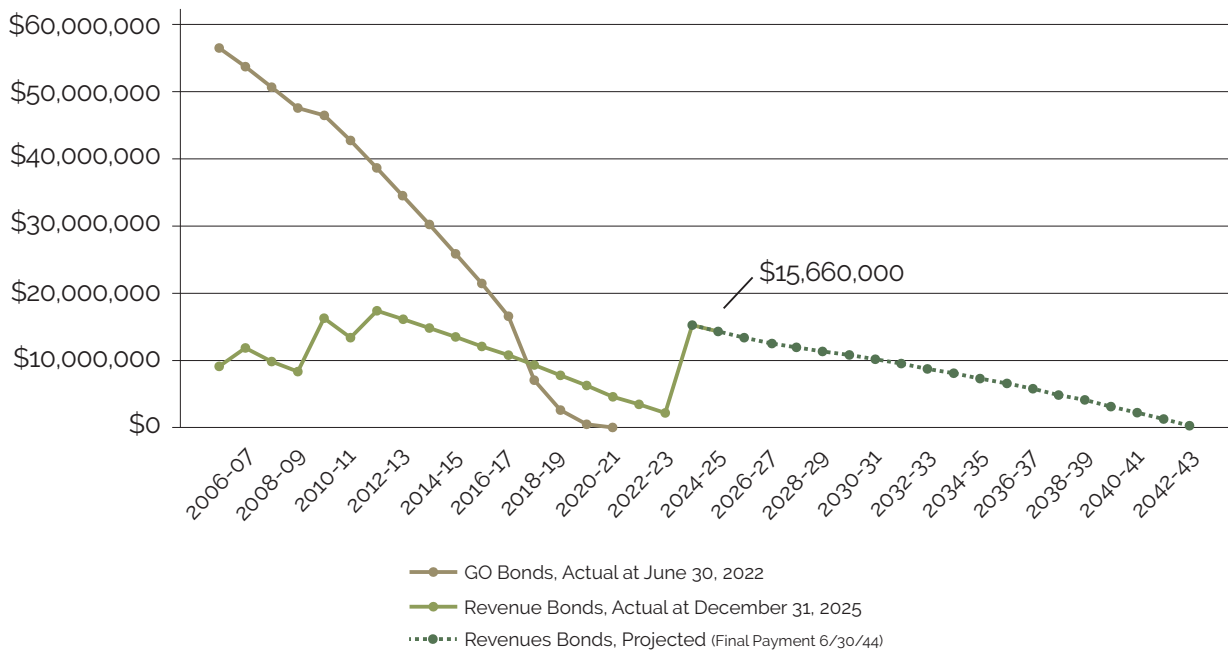
Debt Fund

This fund tracks the issuance or repayment of principal, interest, and other related fees for long term debt.

Credit Ratings

Yavapai College's GO Bonds have been rated Aa2 from Moody's and AA- from S&P. These strong ratings indicate these investment experts believe that YC is a good credit risk, with a stable financial outlook and sound fiscal practices.

LONG TERM DEBT Actual and Projected Principal Payments



Capital (Plant) Fund

This fund records large improvements in building, infrastructure, and grounds, which are then depreciated over time. There are 3 primary components of the Capital Fund: Planned Maintenance, Equipment, and Capital Improvement Projects.

Planned Maintenance

Yavapai College reinvests \$4.5M in its buildings and infrastructure on an annual basis. We do this because it extends the useful life of our buildings and lowers our Total Costs of Ownership. YC has been working with Sightlines, a firm specializing in higher education facilities. Per their independent assessment of Net Asset Value, (NAV), our buildings are 87% as good as new, placing YC near in the top decile of colleges and universities.

Equipment

YC also reinvests annually in equipment to help employees remain productive and to provide students access to the tools they will encounter when they enter the workforce.

FY2026-27 Capital Improvement Projects

- 1. Campus Signage (VVC)** Increase site visibility and promote college classes and events by installing an electronic marquee adjacent to 89A highway and Black Hills Drive.
- 2. Community Room - 19-147 (P)** We are giving the Community Room its first major upgrade in over 20 years, addressing several de-ferred maintenance issues along with updating finishes and technology.
- 3. Housing** Beginning with a Brailsford & Dunlavy report in 2019, YC has been looking for affordable housing solutions for students and attainable housing solutions for employees. This need was included in the FY22 Facilities Master Plan, and is now part of the College's Verde Valley Student Housing Stra-tagic Plan. After much market research, the college has identified several potential solutions: Pro-jects include shared apartments, tiny homes, travel trailers and an RV park at the VVC; tiny homes, travel trailer and RV park at the Chino Valley Center; renovating Building 34 to create an efficiency apartment on Prescott Campus; and renovating Prescott Pines facility into your-round use. Ex-pected completion of currently approved housing by 8/15/26.
- 4. Building 3, Student Union (P)** Technology Learning Support moved into CLI-P this year. Their old space in Building 3 provides an opportunity to create more of a Student Union experience with dedicated space for Veterans lounge, Ruff's closet, and a Food Pantry as outlined in the Facilities Master Plan. This also allows for a break room and offices for related Student Affairs personnel.
- 5. Commercial HVAC (VVC)** We are launching a commercial HVAC program in response to strong and sustained workforce demand across Arizona's fastest-growing industries. Commercial HVAC requires higher levels of technical skill in areas such as large-scale systems, controls, and building automation—skills that are in short supply and command strong wages. Employers in healthcare, education, advanced manufacturing, and other large facilities are actively seeking trained technicians and struggling to fill these roles.



Community Room, 19-147, construction in progress.



Electrician student making progress for Verde Valley Campus housing.



Housing in progress on the Verde Valley Campus.



Housing site at the Chino Valley Center.



HVAC student on the Verde Valley Campus.



Auxiliary Fund

This fund tracks revenues and expenses for non-core services provided to students, employees, and the general public.

Residence Halls: YC has 220 beds on its Prescott Campus.

Employee and Adult housing: YC is developing housing opportunities for 10-40 employees and 90-120 adult (21+) students at Prescott Pines, Verde Valley Campus, and Chino Valley Center.

Food Services: YC operates food service at the Prescott and Verde Valley Campuses, partnering with the YC Ag program to provide farm-to-table offerings when available. YC contracts with a 3rd party operator to provide a grab and go self-service convenience store at CTEC.

Bookstore: YC contracts with Follett to provide books, educational supplies, and branded items.

Family Enrichment Center: YC operates a preschool as a hands-on learning lab for adult students in our Early Childhood Education program.

Southwest Wine Center: YC students cultivate 12 varieties of grapes on 13 acres, making YC one of the few academic Estate Wineries in the country. The annual harvests are converted into award-winning wines and marketed in the Tasting Room of the SWC.

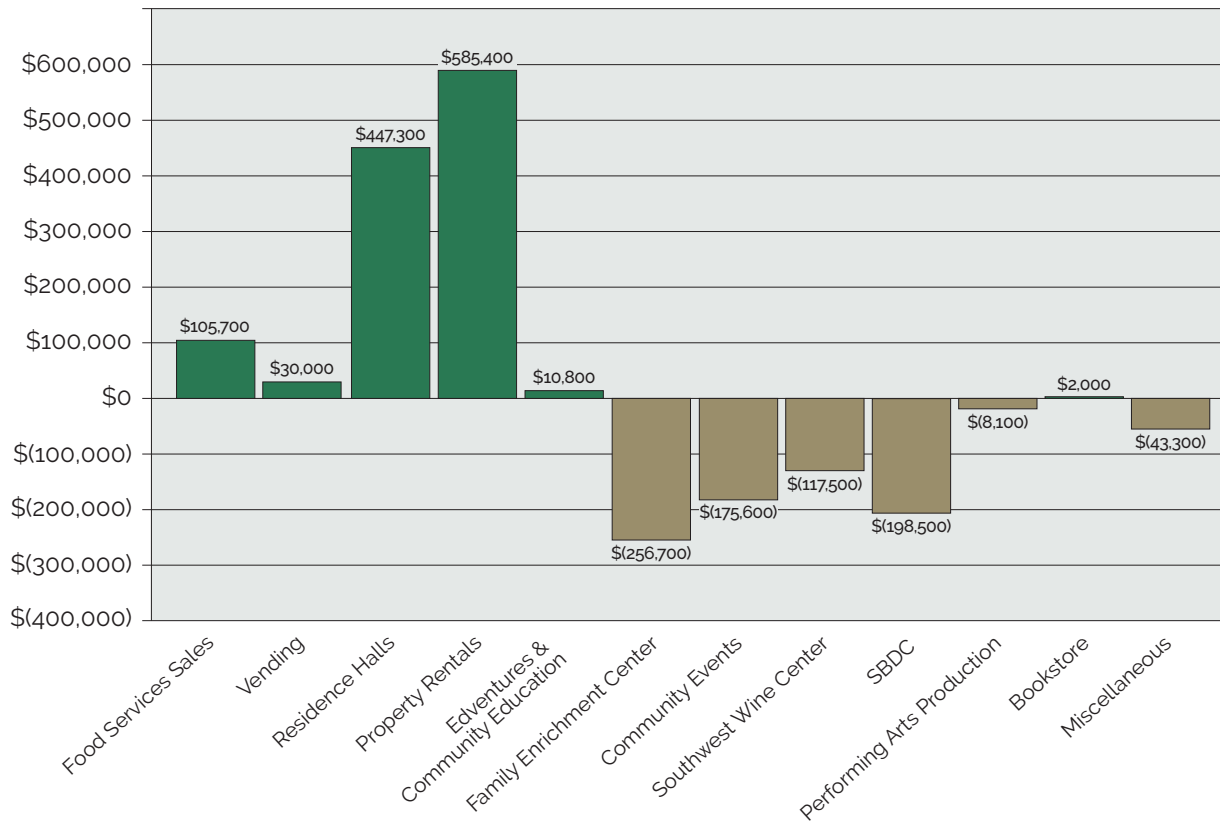
Community Events: YC offers a variety of community events throughout the county. This includes performances by the college Music and Theater departments, as well as sponsoring nationally touring artists. The majority of events are held at the 1100 seat Yavapai College Performing Arts Center but also have been held in a variety of venues, including the Mabery Pavilion at the YC Verde Valley Campus and the Sedona Performing Arts Center.

Each year, approximately 13,000 grade and middle school students attend the Curtain up! Education series which features 5-7 shows designed to engage students with the arts and enhance their educational experience.

AUXILIARY FUND	AMOUNT
Food Services Sales	\$(105,700)
Vending	30,000
Residence Halls	447,300
Property Rentals	585,400
Edventures & Community Education	10,800
Community Events	(256,700)
Family Enrichment Center	(175,600)
Southwest Wine Center	(117,500)
SBDC	(198,500)
Performing Arts Productions	(8,100)
Bookstore	2,000
Miscellaneous	(43,300)



AUXILIARIES BUDGETED SURPLUS (DEFICIT)
Without Allocated Costs
 FY2026-2027



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The purpose of this Budget-in-Brief is to give the college community an overview of the FY2027 Budget.

MORE INFORMATION CAN BE FOUND ON THE COLLEGE'S WEBSITE:
www.yc.edu/budget

