



Yavapai College District Governing Board

Board Retreat

Approved Minutes of Board Retreat

Monday, September 8, 2014

9:00 AM

Rock House, Prescott Campus

1100 E. Sheldon Street

Prescott, AZ 86301

District Governing Board meeting recordings may be viewed on CableOne Access 13 or the Yavapai College Website. CableOne Access 13 records all regular board meetings for subsequent broadcast and the schedule is available on the Access 13 website at <http://www.access13.org>. The District Governing Board Website will post meeting recordings approximately 12 days after each Board meeting at <http://www.yc.edu/v4content/governing-board/>.

Members Present:

Mr. Ray Sigafoos, Chair

Dr. Patricia McCarver, Chair/Secretary – left the meeting at 3:51 p.m.

Dr. Dale Fitzner, Board Member

Mr. Albert Filardo, Board Member – left the meeting at 12:14 p.m.

Mr. Herald Harrington, Board Member

Guests:

Stacy Sjogren, Principal Consultant, Out of the Woods Consulting

Administration Present:

Dr. Penelope H. Wills, President

Lynne Adams, Board Attorney

Other staff attending are on file in the District Office

1. CALL TO ORDER - HEADING

2. Call to Order – PROCEDURAL

Chair Sigafoos called the Yavapai College District Governing Board Retreat to order at 9:00 a.m.

3. Pledge of Allegiance – PROCEDURAL

The Pledge of Allegiance was led by Mr. Harrington.

4. Welcome to Guests and Staff – PROCEDURAL

Chair Sigafoos welcomed all guests and staff and introduced Stacey Sjogren, Principal Consultant, Out of the Woods Consulting.

5. Adoption of Agenda – DECISION

Mr. Harrington moved, seconded by Dr. McCarver to adopt the agenda as presented. Motion carried unanimously.

6. OWNERSHIP LINKAGE - HEADING

7. Review and Development of Yavapai College District Governing Board Ownership Linkage and Outreach Plan- INFORMATION AND/OR DISCUSSION

Stacy Sjogren, Out of the Woods Consulting, led the Board in a review and development of the Yavapai College District Governing Board Ownership Linkage and Outreach within a Policy Governance framework. Ms. Sjogren provided the following information: (see the attached power point)

- Introduction
- Housekeeping and focusing activity
- Open Meeting law
- Abiding by the Policy Governance
- Review of Board policies that are related to the retreat
- Invited the Board to an open conversation
- Welcomed community guests attending and reminded them that public comment is not part of this work session
- Retreat Outcomes will include
 - o 2015 Ownership Linkage Plan
 - o Verde Valley Campus Autonomy Facts
- Etymology of Governance – to give direction, sometimes to command or captain.

Ms. Sjogren began the 2015 Ownership Linkage Plan with discussion about how Policy Governance sets the framework for the Board’s work. Policy Governance is a way to conceptualize, organize and fulfill a board’s mandate to govern. The Board will set policy to guide the organization, monitor the President, and be accountable to the owners. “The “Doer” is the President, and the Board is the director. Policy Governance can be described as a playing field with out of bound lines being defined as the executive limitations and the Ends being the end zone. Emphasized speaking as one voice to the Presidents for true

effectiveness.

Ms. Sjogren further defined Ownership as the board connects its authority and accountability to those who morally, if not legally, own the organization; and Ownership Linkage a proactive action of the board to learn the values and wishes of those they represent so that owners are properly represented in board debate. Input is most often focused on Ends. Ownership Linkage is a way for the Board to reach “chunks” of owners for their input. Important to know who is doing what, especially regarding public relations.

The Board discussed if members should provide services using their expertise and knowledge to the College. Concluded that members acting outside of the Board room sends mixed messages to the President/staff and may lead to individual direction rather than an one voice Board.

Ms. Sjogren recognized that Board members are not volunteers, but rather elected officers to complete the desired ends. Yavapai College Board defines owners as the residence of the county and those effected by the College. Also stated that some owners may not pay taxes.

The Board will review the consistency of 3.0 and 3.2.1 Governance Process policies for possible revision.

The Board discussed the difference between Public Relations and Ownership Linkage. Public Relations is strategic communications process that builds mutual beneficial relationships between organizations and their publics. Public relations will continue to be the responsibility of Yavapai College’s Marketing Division. Ownership Linkage falls to the Board to gather feedback and/or constructive dialogue with owners, which may include providing information to the public.

Public Relations and Ownership Linkage differences and overlap:

Public Relations	Ownership Linkage
Responding to customer concerns	Be accountable
Finding/Keeping customers	Gather Input/Feedback
Sending out information	Dialogue – seeking to understand and using that information to be effective
Promoting the organization	
Advocacy	
Overlap	
Board member participating with the media (interview)	

Barriers to ownership linkage:

1. Helping people to understand ownership and the value of their input
2. Asking the right questions to get the right information
3. Distance/time to connect (geography) with owners
4. Once the door is open, the expectation is set.
5. Owners unusually provide a reactive response, to what they don’t want.

Ms. Sjogren recommended “Connect” from Jannice Moore as tool for the Board to connect with owners. Some examples of an ownership level question would include:

- What good can Yavapai College provide for our county?
- How do we prioritize our limited resources to reach the largest population in the most effective manner?
- What is the benefit you most value from Yavapai College?

Dr. McCarver suggested that the recent citizen concerns have put the Board into a reactionary approach, and would not advocate the Board to continue this practice. The Board’s job is to work with the owners and articulate the direction based on the larger goal, but not change direction based upon a small perspective or negative comments.

8. SHORT RECESS – PROCEDURAL

Meeting recessed at 10:34 a.m.; reconvened at 10:45 a.m.

9. Review and Development of the Yavapai College District Governing Board Ownership Linkage and Outreach Plan - Continued – INFORMATION AND/OR DISCUSSION

Stacy Sjogren provided the following handouts:

1. Ownership Linkage Tools/Techniques that the Board is or has used
2. Ownership Linkage Tool Finder
3. 2013-2014 DGB Annual Plan “Ownership Linkage” Column Content
4. 2015 Ownership Linkage Planning worksheet

The Board reviewed current Ownership Linkage activities and tools including: DGB Survey; Open Call; and Open Forums.

DGB Survey

Tom Hughes, Director for Institutional Effectiveness and Research, presented the results of the DGB Survey (see Community Survey power point):

- 1655 responses – reasonable sample of 2.5%
- Separated east and west county responses
- Weighted the sampling to represent the county (i.e. gender, age)
- Educational Ends - 9 out of 10 agreed
- Economic and Cultural Ends - 7 out of 10 agreed
- Some sufficient results:
 - Participation in YC Services – West 5.1 and East 3.7, on a scale of 1-6 with 6 being high.
 - men vs. women (men being low)
 - east vs. west (east being low)
 - Satisfaction with YC Services – West 4.6 and East 4.5, on a scale of 1-5 with 5 being high.
 - overall residents are very satisfied with YC Services
 - residents are less satisfied with Economic Development
 - Better Place – 82% of owners believe YC is making the county a better place (East 69% and West 88% agree)
 - The survey identified less satisfaction on the east side of the county with YC making the county a better place. Possible contribution may be the income levels of the east county –
- Recommendation Actions
 - Improve marketing and outreach to all regions of Yavapai College
 - Explore expanded access to CTE programs on the East side of the county
 - Expand community events opportunities to east county
 - Review and improve course scheduling to increase availability and reduce cancellations. YC is trying to move from a push schedule rather than a pull schedule, i.e., adding classes based upon student demand. Administration provided current guidelines used in scheduling classes/courses. The goal is to achieve a cancellation rate less than 5%.
 - Appropriate programing for the Sedona Center
 - Continue to be price-conscious for tuition & fees, as well as all other services provided. Only received from the West side, but expressed in several ways (i.e. financial aid, prices of performances).
 - Continue to be demonstrative and improve quality of academic offerings.

The Board commented that these recommendation items are action items for administration, and overall the owners are satisfied with the Board's Ends. Also underscored that results show east side owners are satisfied with Ends, but request additional services. The Board also suggested that public relations could assist in addressing these issues/concerns. The Board's take away from the survey would be improving and developing ownership linkage; with a commitment to enhance career and technical education through partnerships of existing programs within the county.

Dr. Wills spoke about the east side concerns regarding the vocational training and how the model is very different from west side model. Dr. Wills and James Perey are working the JTED, VACTE, high schools, and Tim Carter, County Superintendent, to maintain and improve the vocational programs. James Perey updated the Board on several programs being explored to partner with JTED and the financial benefits of joint services.

Open Call

The Board reviewed the common themes of the 52 Open Calls received from March through August 2014 to include:

- Not cutting programs
- Do not sell Sedona property
- Requesting the college get more input from Verde Valley citizens
- Requesting independent college in the Verde Valley
- Requesting more services/programs in the Verde area

Open Forums

Mike Lange, Director of Marketing, talked about the two Focus Groups – 12 to 15 participates, that was led by the Marketing staff. The groups were both random and self-selection. Board discussed the major themes that were collected from these groups:

- Affordable higher education option in the Verde Valley
- Economic development
- Verde Valley autonomy
- More outreach to Verde Valley

-Resentment and distrust

Mr. Lange also explained the 2014-15 Communication Plan has been designed to raise awareness of and support for Yavapai College, and includes a monthly newsletter, semester information sheet, and interaction with various core groups in the county.

Ms. Sjogren suggested that the charge of the Board will be “How does the College move past these perceptions?” The Board can move forward with “Win Win”, rather than rivalry of east vs. west county, through public relations to communicate facts/data and ownership linkage to gather input.

The Board recognized that decisions are made through data from the President (information and monitoring reports) and ownership linkage. The Verde Valley Advisory Committee will provide a valuable ownership connection.

10. SHORT RECESS AND POSSIBLE WORKING LUNCH– PROCEDURAL

Meeting recessed at 12:29 a.m.; reconvened at 1:08 p.m.

11. Review and Development of the Yavapai College District Governing Board Ownership Linkage and Outreach Plan - Continued - INFORMATION AND/OR DISCUSSION

Stacy Sjogren led the Board in a review and development of the Yavapai College District Governing Board Ownership Linkage and Outreach within a Policy Governance framework.

Ms. Sjogren introduced the Develop Action Plan for 2015 by reviewing the sample planning template (see attached) to set linkage priorities. This process includes setting the priority; general timing; priority manager; strategy; and next steps.

The Board generated Ownership Linkage priorities for 2015:

- Verde Valley Advisory Committee
 - o What is the charge/task for this committee?
 - o Provides both ownership input and output from the Board
- Community Ends
 - o How will we know when YC has created a vibrant social and cultural life?
 - o What does a vibrant/cultural life mean in Verde Valley?
- Economic Ends
 - o What is economic development?
 - o What is the college’s role in economic development? – May not be the correct questions, as the administration has surveyed the community and documented a plan to meet expectations of the county.
 - o Are established benchmarks for economic development reasonable?
- Close the accountability loop to the ownership
 - o Reporting back to the owners
 - o Strengthen board to owner links to demonstrate accountability
 - o Tools to close the circle of feedback:
 - Annual Report
 - Verde Valley Advisory Committee
 - Board website - additional feedback – quarterly question – announcement for event, programs, etc.
 - Board presentation/meeting with owners
 - OLLI group
 - Service Organizations

The Board divided into smaller groups to complete the planning template and identify additional ownership priorities.

- o Enhance dialogue with owners – develop processes to improve input and output with owners, and filter the owner feedback to separate ends vs. means
- o Closing the accountability circle after we have received the owner’s feedback
 - Annual Report
 - Verde Valley Advisory Committee
 - Presentations/Communication Plan
- o Utilize the Board website to provide ownership linkage and a continued dialogue – include quarterly questions:
 - What are the trends or future of the college?
 - What are the needs?
 - What are the barriers to accomplish the Ends?

12. SHORT RECESS – PROCEDURAL

Meeting recessed at 2:53 p.m.; reconvened at 3:00 p.m.

13. Explore Yavapai College District Governing Board Ownership Linkage Feasibilities - INFORMATION AND/OR DISCUSSION

Dr. Wills lead the Board through the Organizational Models in Higher Education (see attached power point).

Dr. Ewell and Dr. Wills interviewed several institutes for the following information:

- AACC and ACCT had limited to no information regarding independent organizational and governance models within higher education.
- Arizona revised statues requires only one community college per county. In order to have a separate college Yavapai county would have to split to create two counties.
- Accreditation – requires the college to have sufficient resources, structures, and processes that are sufficient to fulfill the set mission.
 - o Option 1 – separate accreditation for separate campuses
 - o Option 2 – one accreditation for multiple campuses
- Budgeting
 - o Incremental – most common
 - o Zero Based – assumes zero base with justification for all programs and positions
 - o Formulaic – allocates funds based on growth/shrinkage of student FTE within a campus/division/school with a base component
 - o Performance Based – funds allocated based on desired performance outcomes
 - o Responsibility Centered – usually used at research institutes with schools responsible to generate revenues to include central administration charges
- Reviewed the other Arizona Community College budget allocation
- Stakeholder Feedback Tools
 - o Ownership feedback is usually gathered by administration through surveys/focus groups/direct discussion

Dr. Wills emphasized that the Maricopa model does not allocate monies based on tax base and has difficulties with separate college accreditation because of a financial stability of individually accredited colleges. Maricopa's ten college presidents all report to the Maricopa Chancellor.

Dr. Ewell walked the Board through a spreadsheet to identify current college budget with 10% more being spent in Verde Valley campus per student than the Prescott campus.

Dr. Wills clarified the Executive Dean of the Verde Valley has additional responsibilities for college relations in the community, generates requests of the other deans for services/programs, and launches new programs, but still reports to the Vice President of Academic and Student Services. Dr. Wills understands the community wanting to have input and pride in the Verde Valley Campus, but putting in another layer of management will not resolve these issues.

James Perey informed the Board that this year the Verde Valley will develop a strategic plan with input from several Verde Valley citizens.

Stacy Sjogren closed the discussion with a recap and what remains to be discussed at the September 9th Retreat with emphasis on strengthening ownership linkage processes through:

- Improved dialogue techniques
- Closing Accountability Loop – to include tools such as website link; advisory committee; and annual report
- Defining owners' expectations
- Review of the facts
- Developing an Ownership Linkage Plan to be proposed at a future meeting

14. ADJOURNMENT OF REGULAR MEETING - PROCEDURAL

Mr. Harrington moved, seconded by Dr. Fitzner that the meeting be adjourned. Motion passed unanimously.

Regular meeting adjourned at 4:02 p.m.

Respectfully submitted:

_____/S/
Karen Jones, Recording Secretary

Date: October 14, 2014

_____/S/
Mr. Ray Sigafoos, Chair

_____/S/
Dr. Patricia McCarver, Secretary

*Board agenda, packet materials, handouts from meeting are on file in the District Office and posted on the College website: www2.yc.edu.
The mission of Yavapai College is to provide cost-effective, convenient learning opportunities for the diverse populations of Yavapai County.*