



**Yavapai College District Governing Board
Board Retreat**

Approved Minutes of Board Retreat

Monday, September 12, 2016

9:00 AM

Prescott Campus - Rock House
1100 E. Sheldon Street
Prescott, Arizona

Members Present:

Dr. Patricia McCarver, Chair Mr. Steve Irwin, Secretary
Mr. Albert Filardo, Board Member Ms. Deb McCasland, Board Member
Mr. Ray Sigafoos, Board Member

Guests:

Richard Stringham, Senior Associate from Governance Coach

Administration Present:

Dr. Penelope H. Wills, President
Dr. Ron Liss, Vice President for Instruction and Student Development
Dr. Clint Ewell, Vice President for Finance and Administrative Services
Dr. James Perey, Executive Dean/Campus Executive Officer for Verde Valley Campus and Director of University/Governmental Relations
Mr. Steve Walker, Vice President for College Advancement and Foundation
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 McCarver called the Yavapai College District Governing Board meeting to order at 9:05 a.m.

3. Welcome to Guests and Staff – PROCEDURAL

Chair McCarver welcomed all guests and staff, and introduced Richard Stringham, Senior Associate from Governance Coach.

4. Adoption of Agenda – DECISION

Member Sigafoos moved, seconded by Member Filardo, to adopt the agenda as written. Motion carried unanimously.

5. INFORMATION - HEADING

6. Environmental Scan and Review Student Pathways - INFORMATION AND/OR DISCUSSION

Tom Hughes, Director of Institutional Effectiveness and Research, and Alexandria Wright, Director for Regional Economic Development Center, provided an Environmental Scan to include trends and challenges of Higher Education (refer to the Environmental Scan Handout and Power Point).

Dr. Ron Liss, Vice President for Instruction and Student Development, provided an update on Yavapai College Student Pathways (refer to the Pathway Handout and Power Point).

7. SHORT RECESS - PROCEDURAL

Meeting recessed at 10:05 a.m.; reconvened at 10:18 a.m.

8. OWNERSHIP LINKAGE – HEADING

9. Review of Yavapai College District Governing Board Ends Statements - INFORMATION, DISCUSSION, AND/OR DECISION

Richard Stringham, Senior Associate from Governance Coach, led the Board in a review the Yavapai College District Governing Board Ends Statements.

• Defining Ends Statements:

- Ends policies are unique by being general statements to direct the organization against interpretations of the organization (resources) and outcome/results focused.
- Ends lead the strategic plan, focused on external results/outcomes to the organization, and must be achievable (for a reasonable interpretation).
- Ends include three components:
 1. What benefits the organization to produce on the owners' behalf?
 2. Who are the primary intended beneficiaries?
 3. What is it worth to produce those benefits (what is the cost) and what is the relative value of different benefits?
- Ends are not goals, traditional mission or vision statements, programs/projects/plans, statement of efforts, or slogans/mottos.
- Ends are the responsibility of the President through any reasonable interpretation.

• Measuring Ends Statements is not at the Board level but defining the value provides a clear focus for the CEO to find a way to measure.

• Ends review referencing the Environmental Scan and Pathway project: Competition & Economics,

Demographics, Labor Force, Education, Technology, and Political.

- Suggested possible gaps in the current Ends Statements
 1. Defining access
 2. Workforce component for Transfer students
 3. Defining skills (hard and soft)
- Suggested possible revisions to current Ends statements
 1. Ends priorities needs clarification at each level
 - a. Suggested priority order Ends 1.1, 1.2, and 1.3
 - b. Suggested Ends 1.1.1, 1.1.2, and 1.1.3 are equal
 2. Cannot be everything for everybody (affordable/cost)
 3. Success at the next educational institution and/or workforce
- Suggested possible gaps in the current Executive Limitation policies included implementing processes to offset cyber threats

10. RECESS AND POSSIBLE WORKING LUNCH - PROCEDURAL

Meeting recessed at 11:45 a.m.; reconvened at 12:18 p.m.

11. OWNERSHIP LINKAGE - OWNERSHIP LINKAGE (CONTINUED) - HEADING

12. Review of Yavapai College District Governing Board Ends Statements - INFORMATION, DISCUSSION, AND/OR DECISION

Tom Hughes provided the Ownership Linkage Survey Findings (refer to Ownership Linkage Handout and Power Point).

Richard Stringham continued the Ends review based on the ownership input.

- Existing Ends have the broad support of your ownership
 - Prioritized and allocation of assets
 - Various respondents had differing priorities
- Proposed subjects/concerns that need further exploration (either linkage or study)?
 - Access/serving the lower socioeconomic population
 - Under served population

13. SHORT RECESS - PROCEDURAL

Meeting recessed at 2:02 p.m.; reconvened at 2:11 p.m.

14. OWNERSHIP LINKAGE (CONTINUED) – HEADING

15. Review of Yavapai College District Governing Board Ends Statements - INFORMATION, DISCUSSION, AND/OR DECISION

With consideration of the above analysis, the Board proposed the following revisions of Ends Statements:

1 Ends

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to create a sustainable economic environment. The College will achieve these results at a justifiable cost.

1.1 Education Ends - This is the first priority.

Students achieve their educational goals at an affordable price.

1.1.1 Job Seekers Ends

Job seekers have the qualifications, skills, and abilities to succeed.

1.1.2 Transfer Student Ends

Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.

1.1.3 Lifelong Learners Ends

Lifelong learners have access to a variety of learning opportunities.

1.2 Economic Ends - This is the second priority.

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

1.3 Community Ends - This is the third priority.

Yavapai County residents have access to social and cultural opportunities.

Member Sigafoos moved, seconded by Member Filardo, to approve the Ends Statements as revised. Motion carried unanimously.

16. Proposed 2016-2017 Ownership Linkage Plan - INFORMATION, DISCUSSION, AND/OR DECISION

The Board discussed and developed the 2016-2017 Ownership Linkage Plan

- Evaluating Linkage to Ownership
 - Often get operational responses
 - Conversation focuses on taxes – difficult to go beyond
 - Use input to determine Ends
 - Focus Forums useful
 - Segment of population receives updates through recording of meeting, posted on website, Annual Report, Semi-annual community Plan, and connection with other Boards

17. SHORT RECESS - PROCEDURAL

Meeting recessed at 2:52 p.m.; reconvened at 3:01 p.m.

18. OWNERSHIP LINKAGE (CONTINUED) – HEADING

19. Proposed 2016-2017 Ownership Linkage Plan (Continued) - INFORMATION, DISCUSSION, AND/OR DECISION

The Board discussed and developed the 2016-2017 Ownership Linkage Plan

- Proposed Ownership Linkage projects:
 - Community/Town Hall Forums – 20 invited persons; various locations – cross section (background) – RSVP – follow up reminders. – Spring 2017
 - Community Survey – Spring/Summer 2017
- Desired feedback/input/questions from Owners
 - Focus study groups regarding underserved - needs and gaps
 - What does “Access” mean to Owners?
 - Are the Owners aware of the difference that YC makes in our community?
 - Why are you engaged at Yavapai College, or why are you not engaged at Yavapai College?
 - What are the educational needs of our community?
 - How effective is our linkage process with our Owners?
 - Any educational concerns that need to be addressed?
- Sample of Ownership Linkage questions:
 - What do you value about Yavapai College?
 - How does Yavapai College meet the educational, economic, and cultural needs of our communities?
 - What do you believe will be the three most significant challenges facing your Yavapai College (Higher Education) in the next five years?

With consideration of the above analysis, the Board proposed the following revision to the 2016-2017 Ownership Linkage Plan:

Member Irwin moved, seconded by Member Sigafoos, because it has completed the mission provided to it by the Board, the Verde Valley Board Advisory Committee will be suspended as part of the Ownership Linkage Plan for the 2016-2017 fiscal year, as of September 30, 2016. The Board thanks them for their input and services. Motion carried 3 yes votes and 2 no votes from Members Filardo and McCasland.

With consideration of the above analysis, the Board proposed the following 2016-2017 Ownership Linkage Plan:

- News Releases
- Monthly Meetings (various locations)
 - o Open Call, Educational Presentations, Video Recording on Channel 13 and Website
- Website
 - o Minutes and agendas, online comments, news and information
- Community Outreach Communication (bi-annual)
- Annual Report
- Board Liaisons for AADGB and YC Foundation
- Budget process
- Community Forums (Spring 2017)
- Community Survey (Spring/Summer 2017)

Member Sigafoos moved, seconded by Member Irwin, to adopt the District Governing Board 2016-2017 Ownership Linkage Plan as revised. Motion carried unanimously.

The Board will continue to review and finalize the Community Forums and Community Survey at future meetings to be implemented during the Spring/Summer of 2017.

20. Review of the Board's Annual Calendar - INFORMATION, DISCUSSION AND/OR DECISION

The Board will discuss and review their Annual Calendar at a future meeting.

21. Summary of September 12, 2016 Retreat - DISCUSSION AND/OR DECISION

The Board reviewed the information, discussion, and decisions from the September 12, 2016 Retreat including:

- Environmental scan information
- Academic Pathways information
- Review and revisions of Ends Statements
- FY 2016-2017 Ownership Linkage Plan
- Board Calendar will be reviewed at a future meeting

22. ADJOURNMENT OF BOARD RETREAT - PROCEDURAL

Member Sigafoos moved, seconded by Member Filardo, to adjourn the meeting. Motion carried unanimously.

Board Retreat adjourned at 4.32 p.m.

Respectfully submitted:

_____/S/
Ms. Karen Jones, Recording Secretary

Date: October 11, 2016

Attested by:

_____/S/
Dr. Patricia McCarver, Chair

_____/S/
Mr. Steve Irwin, Secretary

Board agenda, packet materials, handouts from meeting are on file in the District Office and posted on the College website: www.yc.edu.
The mission of Yavapai College is to provide quality higher learning and cultural resources for the diverse populations of Yavapai County.