



**Regular Board Meeting  
Agenda Summary  
District Governing Board Regular Meeting  
Tuesday, March 07, 2017  
1:00 PM**

Verde Valley Campus  
601 Black Hills Drive, Building M, Room 137  
Clarkdale, Arizona

*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 and A.3, 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 or 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. As 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, by contacting Karen Jones at (928)776-2307. Requests should be made as early as possible to allow time to arrange the accommodation.*

*Please note that agenda item times are for planning purposes only and do 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. Members of the public wishing to attend those subsequent hearings or meetings are advised to arrive at the time that the first hearing or meeting is scheduled to begin.*

Item No.	Item	Time Req.	Start Time	Ref No.
1	CALL TO ORDER - HEADING	0	1:00 PM	665293
2	Call to Order - PROCEDURAL	0	1:00 PM	665294
3	Pledge of Allegiance - PROCEDURAL	1	1:00 PM	665295
4	Welcome to Guests and Staff - PROCEDURAL	1	1:01 PM	665296
5	Approval of February 13, 2017 District Governing Board Retreat Minutes and the February 14, 2017 District Governing Board Regular Board Meeting and Executive Session Minutes - DISCUSSION AND/OR DECISION	2	1:02 PM	665297
6	Adoption of Agenda - DECISION	5	1:04 PM	665298
7	OWNERSHIP LINKAGE - HEADING	0	1:09 PM	665299
8	Open Call - PROCEDURAL	20	1:09 PM	665300
9	CONSENT AGENDA - HEADING	0	1:29 PM	665301

Item No.	Item	Time Req.	Start Time	Ref No.
10	Receipt of Report on Revenues and Expenditures - Month of February 2017 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:29 PM	665302
11	Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation - February 2017 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:30 PM	665303
12	Receipt of the President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves - February 2017 - RECEIPT, DISCUSSION, AND/OR DECISION	1	1:31 PM	665304
13	INFORMATION - HEADING	0	1:32 PM	665305
14	Information from the President to Include Game Changer Award; Employee Service Recognition; Yavapai College Staff Association (YCSA) Report; Spring Open Forums; College Highlights; Facilities Management News; and Other Related Issues - INFORMATION AND/OR DISCUSSION	10	1:32 PM	665306
15	Information from the Vice President for Instruction and Student Development to Include Faculty Senate; Verde Valley Student Leadership Council; Adjunct Advisor; and Other Related Information - INFORMATION AND/OR DISCUSSION	20	1:42 PM	665307
16	Information from Yavapai College Advancement and Foundation - INFORMATION AND/OR DISCUSSION	15	2:02 PM	701710
17	MONITORING REPORTS - HEADING	0	2:17 PM	665308
18	Receipt of Revised President's Monitoring Report - Executive Limitation 2.1.2 - Treatment of Students - MONITORING, DISCUSSION, AND/OR DECISION	5	2:17 PM	702430
19	Receipt of the President's Monitoring Report - Executive Limitation 2.3.4 - Real Property - MONITORING, DISCUSSION, AND/OR DECISION	5	2:22 PM	665309
20	Receipt of Board Self-Evaluation - Governance Process Policy 3.5 - Board Chair and Other Officer Roles - MONITORING, DISCUSSION, AND/OR DECISION	5	2:27 PM	665310
21	Receipt of Board Self-Evaluation - Board/President Linkage Policy 4.4 - Monitoring President Performance - MONITORING, DISCUSSION, AND/OR DECISION	5	2:32 PM	665311
22	Board Meeting Evaluation - INFORMATION AND/OR DISCUSSION	3	2:37 PM	703929
23	Overview of the President's Evaluation Process - DISCUSSION AND/OR DECISION	5	2:40 PM	665312
24	SHORT RECESS - PROCEDURAL	10	2:45 PM	665313
25	POLICY ISSUES - HEADING	0	2:55 PM	665314
26	Review of the District Governing Board Budget Proposal for FY 2017-2018 - INFORMATION, DISCUSSION, AND/OR DECISION	15	2:55 PM	665316
27	Consideration of the Campus Master Plan - INFORMATION, DISCUSSION, AND/OR DECISION	15	3:10 PM	680873
28	Review of the Preliminary Capital Budget for FY 2017-2018 - INFORMATION AND/OR DISCUSSION	30	3:25 PM	703933
29	OWNERSHIP LINKAGE - HEADING (CONTINUED)	0	3:55 PM	665318

Item No.	Item	Time Req.	Start Time	Ref No.
30	Receipt of the Third District Governing Board Annual Report - INFORMATION AND/OR DISCUSSION	5	3:55 PM	665319
31	Focus Study: Access for the Underserved Students/Populations - INFORMATION AND DISCUSSION	5	4:00 PM	703959
32	Planning of September 2017 District Governing Board Retreat - DISCUSSION AND/OR DECISION	10	4:05 PM	702477
33	Reports from Board Liaisons - Board Spokesperson; Arizona Association for District Governing Boards (AADGB) and Yavapai College Foundation - INFORMATION AND/OR DISCUSSION	5	4:15 PM	665322
34	OTHER INFORMATION - HEADING	0	4:20 PM	665323
35	Proposed Dates and Places of Future Meetings for 2017 - RECEIPT, DISCUSSION, AND/OR DECISION	5	4:20 PM	665325
36	ADJOURNMENT OF REGULAR MEETING - PROCEDURAL	1	4:25 PM	665326

**Presenter :** Ray Sigafoos                      **Start Time :** 1:00 PM                      **Item No :** 1  
**Proposed By :** Ray Sigafoos                      **Time Req :** 0  
**Proposed :** 9/22/2016                      **Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** CALL TO ORDER - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos                      **Start Time :** 1:00 PM                      **Item No :** 2  
**Proposed By :** Ray Sigafoos                      **Time Req :** 0  
**Proposed :** 9/22/2016                      **Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Call to Order - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:00 PM

**Item No :** 3

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 9/22/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Pledge of Allegiance - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:01 PM

**Item No :** 4

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 9/22/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Welcome to Guests and Staff - PROCEDURAL

**Details :** Board Chair Sigafoos will welcome guests and staff.

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:02 PM

**Item No :** 5

**Proposed By :** Ray Sigafoos

**Time Req :** 2

**Proposed :** 9/22/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.5.4	Unless the Chair has delegated his or her authority otherwise pursuant to Policy 3.5.2.3, the Secretary fulfills the duties of the Chair in the absence of the Chair, including chairing Board meetings and signing documents on behalf of the Board and/or Yavapai College. The Secretary assures the accuracy of Board documents. The Board has its own documents so the accuracy of Board records are critical for historical purposes. The Secretary attests to the Board's adoption of policy.	558943

**Description :** Approval of February 13, 2017 District Governing Board Retreat Minutes and the February 14, 2017 District Governing Board Regular Board Meeting and Executive Session Minutes - DISCUSSION AND/OR DECISION

**Details :** To affirm discussion by the District Governing Board at the February 13, 2017 Retreat and to affirm the record of actions and motions made and approved by the Board at the February 14, 2017 Regular Board Meeting and Executive Session. As part of the Board Agenda, the record of the proceedings of the previous meetings are presented for Board approval, reporting the kind of meeting, date, and place of the meeting, participants present, approval of consent items, and all the main motions, the hours of the meetings(s), and the adjournment. The approved minutes are used to establish a permanent record of decisions approved by the District Governing Board. (Executive Session minutes are confidential by statute and are; therefore, not included in public meeting documents.)

**Attachments :**

Title	Created	Filename
Unapproved Retreat Minutes -Feb13.pdf	Feb 20, 2017	Unapproved Retreat Minutes - Feb13.pdf
Unapproved Regular Meeting Minutes Feb14.pdf	Feb 20, 2017	Unapproved Regular Meeting Minutes Feb14.pdf



students; interact with the public.

- Revisiting the Board's governance process

**8. RECESS FOR LUNCH - PROCEDURAL**

Meeting recessed at 12:16 a.m.; reconvened at 1:32 p.m.

**9. Review Yavapai College District Governing Board Role and Responsibilities; Effective Board Members; and Best Practices (Continued) - INFORMATION AND/OR DISCUSSION**

Dr. Pamila Fisher, ACCT Consultant, led the Board in a discussion of Board role and responsibilities, effectiveness, and best practices. Dr. Fisher provided information regarding:

- Board Self-Assessment
- President's Evaluation
- Student Success and Student Equity
- Accreditation

Guide to Trustee Roles and Responsibilities

- Act as unit
- Represent the common good
- Policy oriented
- Employ, evaluate, and support CEO
- Define policy standards for college operations
- Create a positive climate
- Monitor performance
- Support and be advocate for the College

**10. SHORT RECESS - PROCEDURAL**

Meeting recessed at 3:19 p.m.; reconvened at 3:27 p.m.

**11. Review Yavapai College District Governing Board Role and Responsibilities; Effective Board Members; and Best Practices (Continued) - INFORMATION AND/OR DISCUSSION**

Dr. Pamila Fisher, ACCT Consultant, led the Board in a discussion of Board role and responsibilities, effectiveness, and best practices.

The Board reviewed three (3) case studies.

The Board discussed next steps and planning.

**12. ADJOURNMENT OF BOARD RETREAT - PROCEDURAL**

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

Board Retreat adjourned at 4:01 p.m.

Respectfully submitted:

\_\_\_\_\_/S/\_\_\_\_\_  
Ms. Karen Jones, Recording Secretary

Date: March 7, 2017

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



**Yavapai College District Governing Board  
Regular Board Meeting  
Unapproved Minutes of Regular Meeting  
Tuesday, February 14, 2017  
1:00 PM  
Rock House – Prescott Campus  
1100 E. Sheldon Street  
Prescott, Arizona**

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 agenda, packet materials, handouts, and minutes are on file in the District Office and posted on the College website along with regular board meeting recordings posted approximately 12 days after each meeting at <http://www.yc.edu/v5content/district-governing-board/>.

**Members Present:**

Mr. Ray Sigafoos, Chair  
Dr. Connie Harris, Board Member  
Ms. Deb McCasland, Board Member

Mr. Steve Irwin, Secretary  
Dr. Patricia McCarver

**Administration Present:**

Dr. Penelope H. Wills, President  
Karen Jones, Executive Assistant

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 meeting to order at 1:00 p.m.

**3. Pledge of Allegiance – PROCEDURAL**

The Pledge of Allegiance was led by Member Irwin.

**4. Welcome to Guests and Staff – PROCEDURAL**

Chair Sigafoos welcomed all guests and staff.

**5. Approval of the District Governing Board January 10, 2017 Budget Workshop and Regular Meeting Minutes- DISCUSSION AND DECISION** (refer to Board agenda, pgs. 6-13)

Member McCarver moved, seconded by Member Irwin, to approve the District Governing Board January 10, 2017 Budget Workshop and Regular Meeting Minutes as written. Motion carried unanimously.

**6. Adoption of Agenda – DECISION**

Member Irwin moved, seconded by Member McCarver, to adopt the agenda as amended as written. Motion carried unanimously.

**7. OWNERSHIP LINKAGE – HEADING**

**8. Appointments of 2017 Board Member Liaison - DISCUSSION AND/OR DECISION**

Board Chair Sigafoos appointed the Board Liaisons to serve one-year terms for the following committees as follows:

- Board Spokesperson – Member Sigafoos.
- Arizona Association for District Governing Boards Representative (AADGB) – Member McCasland and Member Harris.
- Yavapai College Foundation – Member McCarver and Member Irwin.

**9. Open Call - PROCEDURAL**

The following owners addressed the Board:

Ernest Hernandez – Thanks and goodbye to the College

Ruth Wicks – Tuition

Jack Clevenger – Captioning at YC Performing Arts Center

**10. CONSENT AGENDA – HEADING**

Member Harris moved, seconded by Member McCarver, to approve the consent agenda as written. Motion carried unanimously.

**11. Receipt of Report on Revenues and Expenditures – Month of January 2017 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 18-26)

**12. Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation – January 2017 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 28-29)

The President reported compliance.

**13. Receipt of President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves – January 2017 - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 31-32)

The President reported compliance.

**14. For Consideration for Approval the Intergovernmental Agreement Between the Town of Prescott Valley and Yavapai College for the Purpose of Renovating Educational Facilities - RECEIPT, DISCUSSION AND/OR DECISION** (refer to Board agenda, pgs. 33-39)

For consideration for approval of the intergovernmental agreement (IGA) between the Town of Prescott Valley and Yavapai College for the purpose of renovating educational facilities. The College will pay to the Town all Town fees

and charges applicable to construction of the addition to the College's Prescott Valley Center at 6955 East Panther Path. The Town will pay the College a sum representing the Building Fees. The agreement will be in effect from February 2017 until December 31, 2018.

**15. For Consideration for Approval and Deletion of Curriculum Certificate Programs - RECEIPT, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 41-48)

For consideration for approval of new curriculum for Service Dog Certificate Program and deletion of the Certificate Program for Exercise Science/Sports Medicine.

**16. INFORMATION - HEADING**

**17. Information from the President to Include Community Outreach Letter; Search for Vice President for Community Relations; Verde Valley Executive Dean's Advisory Committee; Yavapai Combined Trust Quarterly Report; College Highlights; Facilities Management News; Yavapai College Staff Association Newsletter; and Other Related Issues - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 50-90)

Dr. Penny Wills reported on the following topics with discussion from the Board:

- Spring 2017 Community Outreach Letters
- Update on the candidate search for Vice President for Community Relations.
- Verde Valley Executive Dean's Advisory Committee - Dr. James Perey, Executive Dean/Campus Executive Officer for Verde Valley Campus and Director of University/Governmental Relations, shared the current work of the committee to provide input and recommendations for the 2015-2020 Strategic Priorities and Initiatives. The focus for this year has been career and technical education to include partnerships with VACTE and Verde Valley High Schools. Another partnership is underway with Red Rock High School to develop programming in performing theatrical arts, utilize the school's performing arts center, and a YC investment to provide a sprung floor.
- Yavapai Combined Trust Quarterly Report – Attached
- College Highlights - Attached - Information Only – Dr. Wills highlighted the 2016 results for the National Council Licensure Examination-Registered Nurses (NCLEX-RN) first time pass rate:
  - o YC 91.23%
  - o AZ 86.03%
  - o National 84.56%
- Facilities Management News - Attached - Information Only
- Yavapai College Staff Association (YCSA) Update - Attached - Information Only

**18. Information from Instruction and Student Development to Include Faculty Senate Update; Student Leadership Council; Enrollment Update; Adjunct Advisor; and Other Related Information - INFORMATION AND/OR DISCUSSION** (refer to Board agenda, pgs. 91-105)

Dr. Ron Liss, Vice President for Instruction and Student Development, presented an update on the following:

- Faculty Senate Update - Dr. Selina Bliss, Faculty Senate President, highlighted faculty's passion of teaching to promote student success.
- Spring 2017 Enrollment is down 2% with enrollment increases at Verde Valley Campus, Online, OLLI, and Verde Valley Community Education. The College continues to look at ways to increase enrollment including a student enrollment call campaign, analyzing credit and non-credit courses, and expanding the FY 2018-2019 academic year to provide 16-week terms.
- Other Related Information – Announced that Diana Dowling is the new Associate Dean for Student Development.
- Student Leadership Council - Dr. Mark Shelley, Student Leadership Council (SLC) Faculty Coordinator, and students, Jeremiah Suta and Avery Smith. SLC projects include After Hours Study Area, Focus Groups, "Respect" Campaign, and Leadership Conference at U of A. This year's achievements include a basketball fundraiser, Christmas light parade float, "Circle of Change" Leadership Conference, participation in "YC for a Day", Verde Valley SLC, and SLC website redesign.
- Adjunct Advisor – Information Only – Attached

**19. POLICY ISSUES – HEADING**

**20. Receipt of the Comprehensive Annual Financial Report (CAFR), Independent Auditors' Report on Internal Controls and Independent Auditors' Report on Compliance for Each Major Federal Program - for the Fiscal Year Ended June 30, 2016 – INFORMATION AND DISCUSSION** (refer to Overview of YC Comprehensive Annual Financial Report & Audit Results handout and CAFR Report)

Frank D'Angelo, Controller, provide a brief presentation of the FY2015-16 financial audit and operating results, Independent Auditors' Report on Internal Controls, and Independent Auditors' Report on compliance for each major federal program (Federal Single Audit). Audit Results and CAFR Highlights:

- No audit findings
- Unmodified audit opinion
- Applied for the Certificate of Achievement for Excellence in Financial Reporting award from GFOA

The CAFR can be found at [https://www.yc.edu/v5content/budget/docs/YCC\\_CAFR\\_6-30-16.PDF](https://www.yc.edu/v5content/budget/docs/YCC_CAFR_6-30-16.PDF).

**21. SHORT RECESS - PROCEDURAL**

Meeting recessed at 2:10 p.m.; reconvened at 2:25 p.m.

**22. POLICY – HEADING (CONTINUED)**

- 23. For Consideration for Approval of Proposed Tuition and Fees for Fiscal Year 2017-2018 - INFORMATION, DISCUSSION, AND/OR DECISION** (refer to Tuition & Fees handout)  
 Dr. Clint Ewell, Vice President of Finance and Administrative Services, presented the FY 2017-2018 Proposed Tuition and Fees. The changes to the FY 2017-2018 Tuition and Fees were developed with input from Administration, Deans, and Finance staff.  
 Member McCarver moved, seconded by Member Harris, to approve tuition and fees for fiscal year 2017-2018 tuition and fees as presented. Motion carried with 4 yes votes and 1 no vote from Member McCasland.
- 24. MONITORING REPORTS – HEADING**
- 25. Receipt of President's Monitoring Report - Executive Limitations 2.1.2 – Treatment of Students - MONITORING, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 109-124)  
 Member McCasland moved, seconded by Member McCarver, to table the President's Monitoring Report – Executive Limitations 2.1.2, and reexamine at the March District Governing Board meeting. Motion carried unanimously.
- 26. Receipt of President's Monitoring Report - Executive Limitations 2.3.3 – Certification Financial Records - MONITORING, DISCUSSION, AND/OR DECISION** (refer to Board agenda, pgs. 125-130)  
 Member McCasland moved, seconded by Member Irwin, that we have read the President's Monitoring Report regarding Policy 2.3.3, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.3.3. Motion carried unanimously.
- 27. Board Evaluation of Governance Policy 3.3 – Board Member Code of Conduct and Ethics – MONITORING AND DISCUSSION** (refer to Board agenda, pgs. 131-139)  
 The Board requested that future evaluations for policy sections 3 and 4, include standardized statements to clarify how the member will interpret the policy and what data will be used for assessment.  
 The Board requested that policy 3.3 – Board Member Code of Conduct and Ethics, be moved to the month of March for future years in order to review the conflict of interest forms prior to evaluation.
- 28. BOARD EDUCATION - HEADING**
- 29. Review of the February 13, 2017 District Governing Board Retreat – INFORMATION AND/OR DISCUSSION**  
 The Board provided a summary of the February 13, 2017 District Governing Board Retreat.  
 Chair Sigafoos will be developing and updating the Board's self-evaluation form to include monthly and quarterly evaluations.
- 30. OWNERSHIP LINKAGE (CONTINUED) - HEADING**
- 31. Review of Completed Board Members' 2017 Annual Conflict of Interest Forms - INFORMATION AND DISCUSSION**  
 Board members shared information on their 2017 Annual Conflict of Interest forms that were distributed at the January 10, 2017 District Governing Board meeting. These forms shall be kept in a file maintained by the College and shall be open to public record.
- 32. Reports from Board Liaisons - Arizona Association for District Governing Boards (AADGB); Yavapai College Foundation; and Board Spokesperson – INFORMATION, AND/OR DISCUSSION**
- Arizona Association for District Governing Boards (AADGB) – Chair Sigafoos reported the next meeting will be March 9, 2017 which will include the All Arizona Academic Luncheon.
  - Yavapai College Foundation – Member McCarver reported the January 18, 2017 Foundation meeting included a Vanguard financial report, strategic plan review, and scholarship update. Member Irwin reported the February 8<sup>th</sup> Foundation meeting included a PTK student presentation, update on scholarship goals, and an announcement that the Annual Scholarship Reception will be held on March 4<sup>th</sup>.
  - Board Spokesperson – request from local paper regarding the Chino Valley Race Track.
- 33. Ownership Linkage Plan Quarterly Update - INFORMATION, DISCUSSION, AND/OR DECISION**  
 The Board reviewed the quarterly status report of the 2016-2017 Ownership Linkage Plan.
- Annual Report
  - Community Conversations with the President
  - Survey to be conducted every three years (2017/2020/2023)
- 34. Focus Study: Access for the Underserved Students/Populations - INFORMATION AND DISCUSSION**  
 During the September 12, 2016 District Governing Board Retreat, the Board determined that the Ownership Linkage and Board Education plans will focus on a study of access for the underserved/lower socioeconomic populations of Yavapai County.  
 Dr. Wills proposed the educational plan include reading materials, speaker to present to the Board, and conducting the community conversations at the remote learning centers.
- 35. OTHER INFORMATION - HEADING**
- 36. Correspondence to the Board – RECEIPT**  
 Correspondence received included: State of Arizona Auditor General Reports Issued and Results; Letter Re: Bright Star Community Association, Inc. proposed Old Home Manor Speedway; and Community Education Winter/Spring 2017 Catalog.
- 37. District Governing Board Dates and Places of Future Meetings - DISCUSSION AND/OR DECISION** (refer to Board agenda, pgs. 146-149)  
 The Board reviewed proposed meetings, dates, times, and locations for:

- Fiscal Year 2016-2017 to include the upcoming International Policy Governance Association (IPGA) 2017 Annual Conference in San Diego, CA on June 22-24, 2017
- Fiscal Year 2017 - 2018 to include the upcoming Association of Community College Trustees (ACCT) Leadership Congress in Las Vegas, NV September 25-28, 2017
  - o Early Bird hotel rate by April 15, 2017
  - o Call for Presentation Proposals by April 21, 2017

**38. EXECUTIVE SESSION - Pursuant to A.R.S. §38-431.03 (A)(3) and (A)(4) - Receive Legal Advice from Legal Counsel regarding United States ex rel. Daniel Hamilton v. Yavapai County Community College District, CV12-08193-PCT-PGR - INFORMATION AND DISCUSSION**

Pursuant to A.R.S. §38-431.03 (D) - Legal action involving a final vote for decision shall not be taken at an executive session, except that the public body may instruct its attorney or representatives as provided in subsection A, paragraphs 4, 5, and 7 of this section. A public vote shall be taken before any legal action binds the public body. Member McCarver moved, seconded by Member Harris, to convene into Executive Session pursuant to Arizona Revised Statutes §38-431.03(A)(3) and (A)(4) receive Legal Advice from Legal Counsel regarding United States ex rel. Daniel Hamilton v. Yavapai County Community College District, CV12-08193-PCT-PGR. Motion carried unanimously.

**39. Convene in Public Session with Possible Action RE: United States ex rel. Daniel Hamilton v. Yavapai County Community College District, CV12-08193-PCT-PGR - DISCUSSION AND/OR DECISION**

**4:05**

Chair Sigafoos stated that executive session was held to receive legal advice and no action taken.

**40. ADJOURNMENT OF REGULAR MEETING - PROCEDURAL**

Member McCarver moved, seconded by Member Irwin, to adjourn the meeting. Motion carried unanimously.

Regular meeting adjourned at 4:06 p.m.

Respectfully submitted:

\_\_\_\_\_/s/\_\_\_\_\_  
Ms. Karen Jones, Recording Secretary

Date: March 7, 2017

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

**Presenter :** Ray Sigafoos

**Start Time :** 1:04 PM

**Item No :** 6

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Adoption of Agenda - DECISION

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:09 PM

**Item No :** 7

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 9/22/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** OWNERSHIP LINKAGE - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:09 PM

**Item No :** 8

**Proposed By :** Ray Sigafoos

**Time Req :** 20

**Proposed :** 9/22/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Open Call - PROCEDURAL

**Details :** This is an opportunity for residents of Yavapai County to provide their input on any issue within the jurisdiction of the Yavapai College District Governing Board. Under the Arizona Open Meeting Law, A.R.S. §38-431.01 (H), at the conclusion of the Open Call, individual members of the public body may respond to criticism made by those who have addressed the public body, may ask staff to review a matter, or may ask that a matter be put on a future Board agenda. However, members of the public body shall not discuss or take legal action on matters raised during an Open Call to the public unless the matters are properly noticed for discussion and legal action.

If you wish to address the Board, please complete a "Request to Speak" form, and give it to the recording Secretary and be prepared to limit your remarks to the allotted time limit.

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:29 PM

**Item No :** 9

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 9/22/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** CONSENT AGENDA - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:29 PM

**Item No :** 10

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 9/22/2016

**Item Type :** Consent Item

Policy No.	Description	Ref No
3.4.3.4	<p>The Board shall use a Consent Agenda to comply with its legal and contractual obligations on matters which it has otherwise delegated to the President and to enable efficient decision making.</p> <p>Therefore, the Consent Agenda will be used to:</p> <p>a) Deal with items which the Board has delegated but is required to review or receive by relevant law or contract; and</p> <p>b) To escalate the processing of Board decisions which the Chair believes the Board may not need further deliberation.</p>	560679

**Description :** Receipt of Report on Revenues and Expenditures - Month of February 2017 - RECEIPT, DISCUSSION, AND/OR DECISION

**Details :** This item is on the consent agenda to comply with A.R.S. §15-1461 - District Budget.

Included is the Financial Update Report highlighting the status of several key indicators.

The report of Revenue and Expenditures for the eighth month of FY 2016 - 2017 ending February 28, 2017 is attached. Expenditures are reported on the modified accrual basis of accounting.

**Attachments :**

Title	Created	Filename
Financial Update - Feb in March.pdf	Mar 02, 2017	Financial Update - Feb in March.pdf
YCFS Feb 2017 - Gov Brd Budget Report.pdf	Mar 02, 2017	YCFS Feb 2017 - Gov Brd Budget Report.pdf
YCFS Feb 2017_Summary.pdf	Mar 02, 2017	YCFS Feb 2017_Summary.pdf

# YAVAPAI COLLEGE

## FINANCIAL UPDATE

February 2017

### FY2015-2016 Close and Audit

- The year-end close for FY2015-2016 was completed in November 2016.
- The auditors began their field work on October 17, 2016. The audit report (Comprehensive Annual Financial Report) was issued in mid-December 2016 in time to qualify for the Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA).
- The Comprehensive Annual Financial Report (CAFR) for FY2015-2016 was presented to the Board in February 2017.

### FY 2016-2017 Budget

#### General Fund

- Total property taxes collected have historically been approximately .4% less than the levy. We expect this trend to continue.
- Tuition and fees is projected to come in below budget for the fiscal year based upon lower fall 2016 and spring 2017 enrollment. This shortfall will be covered by the tuition and fees contingency budget.
- Expenditures are expected to come in under budget for the fiscal year due to vacancy savings and unused contingency budgets.

#### Auxiliary Fund

- The Auxiliary Fund is comprised of Auxiliary Enterprises and Public Services. Auxiliary Enterprises generally exists to furnish non-core goods or services to students and employees, charging a fee directly related to, although not necessarily equal to, the cost of the goods or services. Examples include Bookstore, Food Services, and Housing. Public Services are those non-instructional services provided primarily to benefit individuals and groups external to the institution, charging a fee directly related to, although not necessarily equal to, the cost of the goods or services. Examples include REDC and Community Events. While each Auxiliary Fund operation is managed as a self-supporting activity, the District historically and currently transfers funds from the General Fund to the Auxiliary Fund to subsidize various operations. This is most notable in the public services area where the District strives to balance offering these DGB-End-driven services with the charging of reasonable prices.

- Total Auxiliary Enterprises is projected to be within budget for the fiscal year.
- Community Events show sales are currently below projections and expenditures are above budget.

#### Unexpended Plant Fund

- The Unexpended Plant Fund currently has a large deficit due to a significant amount of Preventative Maintenance and Capital Improvement Projects (CIP) being encumbered for the fiscal year.

For the fiscal year ended June 30, 2017, the Unexpended Plant Fund is projected to have a deficit due to the scope of the Prescott Valley building expansion and Sedona Center remodel projects being increased, as approved by the DGB on September 13, 2016. The deficit is expected to less than the \$3.7M scope increase.

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

**For the Month Ended February 28, 2017 - 66.7% of the Fiscal Year Complete  
Fiscal Year 2016-2017**

**District Governing Board**

**Fiscal Year 2016-17 Budget:**

**\$ 170,168**

	<b><u>Purpose</u></b>	<b><u>Year-to-Date Expenditures</u></b>	<b><u>Encumbered Obligations</u></b>	<b><u>Total Expenditures/ Encumbrances</u></b>
<b>EXPENDITURES (note 1):</b>				
Salary Expenses	Staff Support	\$ 25,117	\$ 11,319	\$ 36,436
Association of Community College Trustees	Membership Dues	5,239	6,000	11,239
Connie Harris	Travel	130	-	130
Deborah McCasland	Travel	3,029	-	3,029
EMI Print Works	Printing Services	280	-	280
HF Group LLC	Binding	436	1,064	1,500
IPGA	Dues & Conference	4,635	-	4,635
Karen Jones	Travel	109	-	109
Osborn Maledon PA	Legal Counsel	11,417	26,083	37,500
Ourboardroom Technologies	Software Maintenance	12,500	-	12,500
Penelope Wills	Travel	471	-	471
Prescott Resort	Workshop/Food	436	-	436
Ray Sigafoos	Travel	94	-	94
Sodexo Inc.	Food Supplies	1,691	3,309	5,000
Steve Walker	Travel	250	-	250
The Governance Coach	Consulting	4,615	-	4,615
Supplies/Other	Various Vendors	837	-	837
VVTV	Board Meeting Broadcasts	1,385	1,750	3,135
Yavapai County Elections	Board Elections	38,405	-	38,405
YC Printing Services	Printing	1,131	-	1,131
				<u>161,732</u>

**Verde Valley DGB Advisory Committee**

Osborn Maledon PA	Legal Counsel	435	-	435
				<u>435</u>

**Remaining Budget - February 28, 2017**

**\$ 8,001**

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended February 28, 2017 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2016-2017**

**SUMMARY - ALL FUNDS**

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
General Fund	\$ 31,658,590		\$ 31,658,590	\$ 43,611,000	72.6%
Restricted Fund	10,620,891		10,620,891	14,275,400	74.4%
Auxiliary Fund	3,259,489		3,259,489	4,300,900	75.8%
Unexpended Plant Fund	8,782,849		8,782,849	11,648,400	75.4%
Debt Service Fund	4,597,183		4,597,183	6,896,000	66.7%
<b>TOTALS</b>	<b><u>58,919,002</u></b>		<b><u>58,919,002</u></b>	<b><u>80,731,700</u></b>	<b><u>73.0%</u></b>

		<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>
<b>EXPENDITURES (note 1):</b>							
General Fund		\$ 26,248,685	\$ 8,652,080	\$ 7,445,083	\$ 27,455,682	\$ 43,611,000	63.0%
Restricted Fund		10,253,848	557,898	452,377	10,359,369	14,275,400	72.6%
Auxiliary Fund		2,845,458	543,427	395,213	2,993,672	4,300,900	69.6%
Unexpended Plant Fund		5,006,357	7,790,539	-	12,796,896	11,648,400	109.9%
Debt Service Fund		637,729	3,958,903	-	4,596,632	6,896,000	66.7%
<b>TOTALS</b>		<b><u>44,992,077</u></b>	<b><u>21,502,847</u></b>	<b><u>8,292,673</u></b>	<b><u>58,202,251</u></b>	<b><u>80,731,700</u></b>	<b><u>72.1%</u></b>
<b>SURPLUS/(DEFICIT)</b>					<b><u>716,751</u></b>	<b><u>-</u></b>	

**COMMENTS:**

Through the eighth month, 72.1% of budget has been committed (excluding labor encumbrances) compared to 73.0% of revenues received.

The budget currently has a surplus of \$716,751 .

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended February 28, 2017 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2016-2017**

**GENERAL FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 16/17 Budget</u>	<u>Percent of Budget</u>	<u>FY 16/17 Estimate</u>	<u>Budget to Estimate Variance</u>
<b>REVENUES:</b>							
Primary Property Taxes	\$ 22,910,336		\$ 22,910,336	\$ 34,538,200	66.3%	\$ 34,538,200	\$ -
Primary Property Taxes - Contingency	(100,000)		(100,000)	(150,000)	66.7%	(142,500)	7,500
Tuition and Fees	9,851,943		9,851,943	10,751,000	91.6%	10,751,000	-
Tuition and Fees - Contingency	(366,667)		(366,667)	(550,000)	66.7%	(547,500)	2,500
State Appropriations	600,150		600,150	800,000	75.0%	800,000	-
Other Revenues	254,736		254,736	442,900	57.5%	442,900	-
Interest Income	25,492		25,492	55,000	46.3%	45,000	(10,000)
Fund Balance Applied to Budget	1,380,000		1,380,000	2,070,000	66.7%	2,070,000	-
General Fund Transfer Out	(2,897,400)		(2,897,400)	(4,346,100)	66.7%	(4,346,100)	-
<b>TOTAL REVENUES</b>	<b>31,658,590</b>		<b>31,658,590</b>	<b>43,611,000</b>	<b>72.6%</b>	<b>43,611,000</b>	<b>-</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 16/17 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 16/17 Budget</u>	<u>Budget to Estimate Variance</u>
<b>EXPENDITURES (note 1):</b>								
Instruction	\$ 10,510,156	\$ 3,005,995	\$ 2,804,463	\$ 10,711,688	\$ 17,516,000	61.2%	\$ 17,165,680	\$ (350,315)
Academic Support	2,777,726	953,047	879,616	2,851,157	4,745,000	60.1%	4,650,100	(94,900)
Institutional Support	5,520,818	2,340,290	1,774,335	6,086,773	8,775,000	69.4%	8,643,375	(131,625)
Student Services	2,827,369	1,058,741	974,136	2,911,974	5,021,000	58.0%	4,920,580	(100,420)
Operation/Maintenance of Plant	3,703,009	1,265,797	991,153	3,977,653	6,270,000	63.4%	6,207,300	(62,700)
Scholarships	799,761	6,830	-	806,591	878,000	91.9%	878,000	-
Public Service	109,846	21,380	21,380	109,846	156,000	70.4%	153,660	(2,340)
Prop 301 Contingency	-	-	-	-	250,000	0.0%	-	(250,000)
<b>TOTAL EXPENDITURES</b>	<b>26,248,685</b>	<b>8,652,080</b>	<b>7,445,083</b>	<b>27,455,682</b>	<b>43,611,000</b>	<b>63.0%</b>	<b>42,618,695</b>	<b>(992,300)</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 4,202,908</b>	<b>\$ -</b>			

**COMMENTS:**

Third quarter State Aid was received in January 2017.

Tuition and Fees revenues above budget due to spring 2017 tuition payments being recorded. This will even out over the next few months.

Scholarships at 91.9% of budget due to spring 2017 financial aid awards being disbursed.

The Budget currently has a surplus of \$4,202,908.

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

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended February 28, 2017 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2016-2017**

**RESTRICTED FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Federal Grants and Contracts	\$ 8,670,002		\$ 8,670,002	\$ 11,805,000	73.4%
State Grants and Contracts	131,436		131,436	211,000	62.3%
Private Gifts, Grants and Contracts	674,663		674,663	783,000	86.2%
Proposition 301 Funds	458,469		458,469	675,000	67.9%
State Appropriation - STEM Workforce	580,800		580,800	774,400	75.0%
Fund Balance Applied to Budget	-		-	27,000	0.0%
Reimbursement Due	105,521		105,521	N/A	N/A
<b>TOTAL REVENUES</b>	<b>10,620,891</b>		<b>10,620,891</b>	<b>14,275,400</b>	<b>74.4%</b>

	<u>Year-to-Date Expenditures</u>	<u>Total 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>
<b>EXPENDITURES (note 1):</b>						
Instruction	\$ 1,361,872	\$ 275,608	\$ 176,620	\$ 1,460,860	\$ 2,814,600	51.9%
Academic Support	-	-	-	-	2,000	0.0%
Student Services	750,760	242,425	235,892	757,293	1,144,200	66.2%
Scholarships	8,074,551	-	-	8,074,551	10,202,600	79.1%
Public Service	66,665	39,865	39,865	66,665	112,000	59.5%
<b>TOTAL EXPENDITURES</b>	<b>10,253,848</b>	<b>557,898</b>	<b>452,377</b>	<b>10,359,369</b>	<b>14,275,400</b>	<b>72.6%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 261,522</b>		

**COMMENTS:**

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

Third quarter STEM Workforce appropriation was received in January 2017.

Scholarships at 79.1% of budget due to spring semester 2017 financial aid awards being disbursed.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended February 28, 2017 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2016-2017**

**AUXILIARY FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 16/17 Budget</u>	<u>Percent of Budget</u>	<u>FY 16/17 Estimate</u>	<u>Budget to Estimate Variance</u>
<b>REVENUES:</b>							
<b>Auxiliary Enterprises</b>							
Residence Halls and Summer Conferences	\$ 1,133,460		\$ 1,133,460	\$ 1,182,400	95.9%	\$ 1,200,000	\$ 17,600
Bookstore Rental and Commissions	161,260		161,260	210,000	76.8%	192,000	(18,000)
Food Services Sales	18,901		18,901	33,000	57.3%	33,000	-
Vending	27,595		27,595	35,000	78.8%	40,000	5,000
Edventures	336,193		336,193	310,000	108.4%	345,000	35,000
Winery - Tasting Room	59,008		59,008	75,000	78.7%	78,000	3,000
Family Enrichment Center	361,239		361,239	582,300	62.0%	582,300	-
<b>Public Services</b>							
Community Events	245,308		245,308	479,000	51.2%	435,000	(44,000)
Regional Economic Development Center - Training	44,635		44,635	55,000	81.2%	55,000	-
<b>Other Revenues</b>							
Yavapai College Foundation	226,751		226,751	410,000	55.3%	385,000	(25,000)
Other	308,539		308,539	324,300	95.1%	344,300	20,000
Fund Balance Applied to Budget	-		-	100,000	0.0%	-	-
General Fund Transfer In	604,333		604,333	906,500	66.7%	906,500	-
Auxiliary Fund Transfer Out	(267,733)		(267,733)	(401,600)	66.7%	(401,600)	-
<b>TOTAL REVENUES</b>	<b>3,259,489</b>		<b>3,259,489</b>	<b>4,300,900</b>	<b>75.8%</b>	<b>4,194,500</b>	<b>(6,400)</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 16/17 Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>	<u>FY 16/17 Estimate</u>	<u>Budget to Estimate Variance</u>
<b>EXPENDITURES (note 1):</b>								
Instruction	\$ 87,865	\$ 3,025	\$ -	\$ 90,890	\$ 171,900	52.9%	\$ 158,100	\$ (13,800)
Student Services	393,298	140,826	122,537	411,587	616,000	66.8%	616,000	-
Auxiliary Enterprises	939,683	182,726	132,636	989,773	1,528,700	64.7%	1,503,700	(25,000)
Public Service	714,415	216,850	140,040	791,225	819,000	96.6%	889,000	70,000
Facilities & Administrative Allocation Expense	710,197	-	-	710,197	1,065,300	66.7%	1,065,300	-
Contingency	-	-	-	-	100,000	0.0%	-	(100,000)
<b>TOTAL EXPENDITURES</b>	<b>2,845,458</b>	<b>543,427</b>	<b>395,213</b>	<b>2,993,672</b>	<b>4,300,900</b>	<b>69.6%</b>	<b>4,232,100</b>	<b>(68,800)</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 265,817</b>	<b>\$ -</b>			

**COMMENTS:**

Residence Halls and Summer Conferences revenues are above budget due to spring 2017 semester room revenues being recorded. This will even out over the next few months. Edventures sales and related expenditures are ahead of budget due to the September 2016 Italy trip. Note, Edventures expenditures are part of Auxiliary Enterprises. Community Events show sales are trending below projections and expenditures are above budget at this point in the fiscal year. The expenditures are part of the Public Services category.

The Budget currently has a surplus of \$265,817.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Month Ended February 28, 2017 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2016-2017**

**UNEXPENDED PLANT FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Primary Property Taxes	\$ 5,764,568		\$ 5,764,568	\$ 8,690,300	66.3%
Primary Property Taxes - Contingency	(30,000)		(30,000)	(45,000)	66.7%
Yavapai College Foundation Donation	94,000		94,000	50,000	188.0%
Investment Income	26,656		26,656	15,000	177.7%
Other	9,525		9,525	20,000	47.6%
Fund Balance Applied to Budget	918,100		918,100	918,100	100.0%
General Fund Transfer In	2,000,000		2,000,000	2,000,000	100.0%
<b>TOTAL REVENUES</b>	<b>8,782,849</b>		<b>8,782,849</b>	<b>11,648,400</b>	<b>75.4%</b>

	<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>
<b>EXPENDITURES (note 1):</b>						
Preventative Maintenance	\$ 850,333	\$ 1,951,206	\$ -	\$ 2,801,539	\$ 3,028,000	92.5%
Unplanned Maintenance	238,008	56,071	-	294,079	400,000	73.5%
Capital Improvement Projects	2,925,756	5,646,133	-	8,571,889	5,549,300	154.5%
Equipment	920,638	104,565	-	1,025,203	2,072,400	49.5%
Furniture and Fixtures	26,014	2,210	-	28,224	250,000	1.4%
Library Books	45,608	30,354	-	75,962	98,700	30.4%
Operating Contingency	-	-	-	-	250,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b>5,006,357</b>	<b>7,790,539</b>	<b>-</b>	<b>12,796,896</b>	<b>11,648,400</b>	<b>109.9%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>(4,014,047)</b>	<b>-</b>	

**COMMENTS:**

The Budget currently has a deficit of \$4,014,047 as a result of several significant Capital Improvement and Preventative Maintenance projects being encumbered for the fiscal year. The Plant Fund is expected to be in a deficit at year-end due to the scope of the Prescott Valley building expansion and Sedona Center remodel projects being increased, as approved by the DGB on September 13, 2016.

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



**Presenter :** Ray Sigafoos

**Start Time :** 1:30 PM

**Item No :** 11

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 9/22/2016

**Item Type :** Consent Item

Policy No.	Description	Ref No
2.3.1	The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget.	560659

**Description :** Receipt of President's Monthly Monitoring Report - Executive Limitation 2.3.1 - Budget Deviation - February 2017 - RECEIPT, DISCUSSION, AND/OR DECISION

**Details :** For consideration for approval of the monthly monitoring report for Executive Limitation 2.3.1 - Budget Deviation. The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget.

**Attachments :**

Title	Created	Filename
Policy 2 3.1_Feb in March.pdf	Mar 02, 2017	Policy 2 3.1_Feb in March.pdf

Monitoring Report - Monthly  
Executive Limitations Policy 2.3.1 – Budget Deviations  
February 2017

The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget.

**President's Interpretation:**

The college budget is comprised of various categories (operating, capital, restricted, debt, and auxiliaries.) It is developed based on the information received from enrollment projections, state funding, local property tax projections, and estimated expenses based on Board Ends, Strategic Initiatives, and projected operating costs. The Board approves the budget in May/June for the upcoming year. As all of these projections are realized, the President will notify the Board of any material deviation of 5% or more variance for the individual funds. The college has established controls through Banner (e.g., approvals on requisitions, non-sufficient funds notifications, and fund security) to ensure early notification of any potential deviations. At all times, any budget transfers made between major funds may only be made within legal statutes and will require Board approval.

Supporting Evidence:

Source: Monthly Revenue and Expenditure  
Financial Reports

General Fund



For the eight months ended February 28, 2017, the General Fund has a surplus of \$4,203,000. This is primarily the result of tuition and fee revenues for the spring 2017 semester. This will level out over the next few months.

For the fiscal year ended June 30, 2017, General Fund revenues are projected to be flat and expenditures are projected to be under budget by \$992,300, resulting in a net surplus of \$992,300 — a 2.3% positive variance.

Auxiliary Fund



For the fiscal year ended June 30, 2017, the Auxiliary fund is projected to be within budget.

### Unexpended Plant Fund



For the eight months ended February 28, 2017, the Unexpended Plant Fund has a large deficit of \$4,014,000 due to a significant amount of Preventative Maintenance and Capital Improvement Projects (CIP) being encumbered for the fiscal year.

For the fiscal year ended June 30, 2017, the Unexpended Plant Fund is projected to have a deficit due to the scope of the Prescott Valley building expansion and Sedona Center remodel projects being increased, as approved by the DGB on September 13, 2016. The deficit is expected to be less than the \$3.7M scope increase.

### 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, 2017, the Restricted Fund has a moderate surplus and is expected to be below 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—for the eight months ended February 28, 2017, there were no variances from budget.

### **President's Conclusion:**

I report compliance.

Policy 2.3.1 aligns with Ends Statement No. 1 – 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.

**Presenter :** Ray Sigafoos

**Start Time :** 1:31 PM

**Item No :** 12

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 9/22/2016

**Item Type :** Consent Item

Policy No.	Description	Ref No
2.3.2	<p>The President shall not allow the Current Fund Reserves to drop below seventeen percent (17%) or to exceed thirty-four percent (34%) of the Current Fund budget for more than a three-month continuous period without a realistic plan to bring the reserves within this range or specific Board authorization to remain outside the range.</p> <p>The President shall not allow the Plant Fund Reserves to drop below \$1 million without specific Board authorization and a realistic recovery plan.</p>	694486

**Description :** Receipt of the President's Monthly Monitoring Report: Executive Limitation 2.3.2 - Reserves - February 2017 - RECEIPT, DISCUSSION, AND/OR DECISION

**Details :** For consideration for approval of the monthly monitoring report for Executive Limitation 2.3.2 - Reserves for the month of February 2017. The President shall not allow the Current Fund Reserves to drop seventeen percent (17%) or to exceed thirty-four percent (34%) of the Current Fund budget for more than a three-month continuous period without a realistic plan to bring the reserves within this range or specific Board authorization to remain outside the range.

The President shall not allow the Plant Fund Reserves to drop below \$1 million without specific Board authorization and a realistic recovery plan.

**Attachments :**

Title	Created	Filename
Policy 2 3.2_Feb in March.pdf	Mar 02, 2017	Policy 2 3.2_Feb in March.pdf

Monitoring Report - Monthly  
Executive Limitations Policy 2.3.2 – Reserves  
February 2017

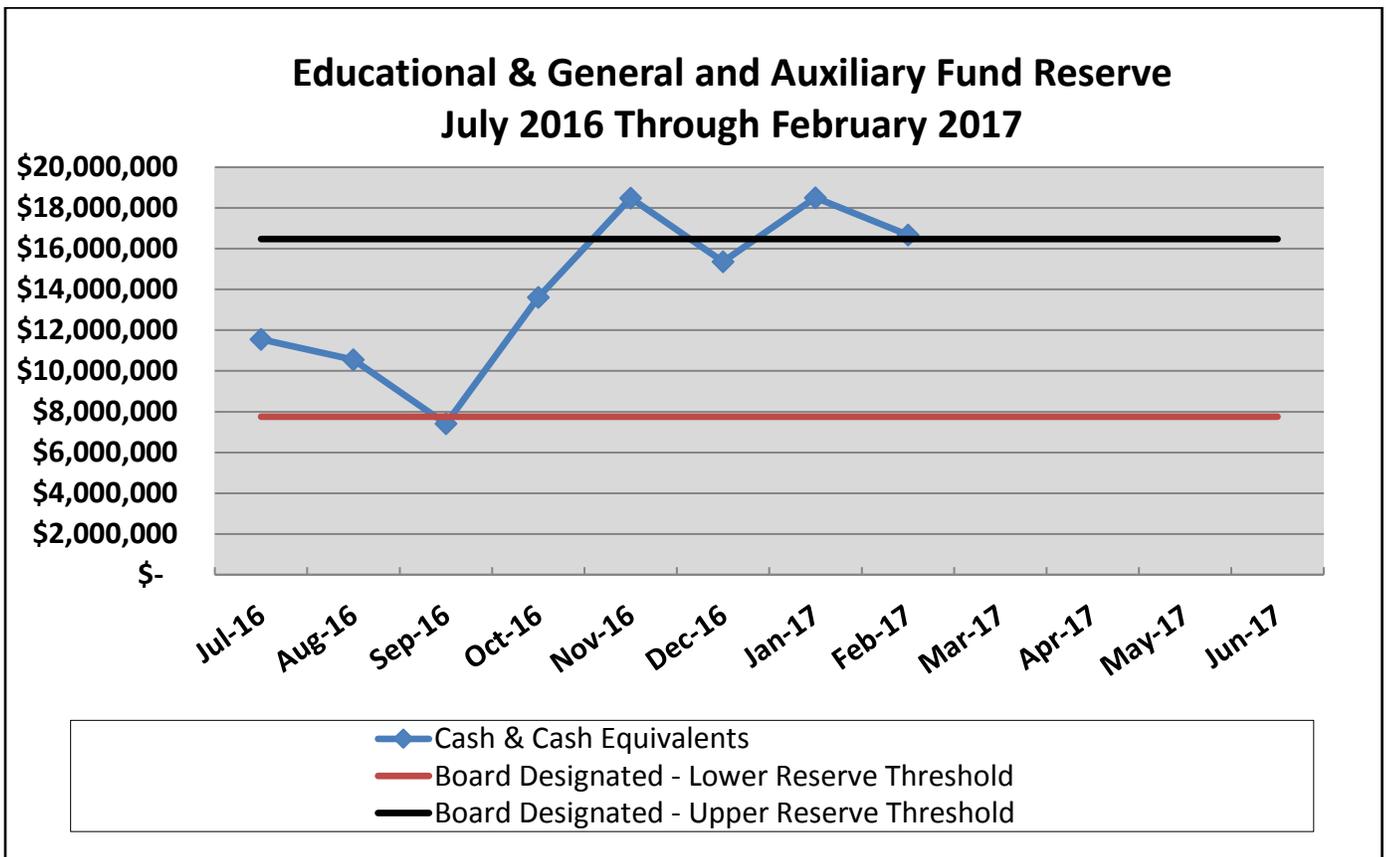
The President shall not allow the Current Fund Reserves to drop below seventeen percent (17%) or to exceed thirty-four percent (34%) of the Current Fund budget for more than a three-month continuous period without a realistic plan to bring the reserves within this range or specific Board authorization to remain outside the range. The President shall not allow the Plant Fund Reserves to drop below \$1 million without specific Board authorization and a realistic recovery plan.

**President’s Interpretation:**

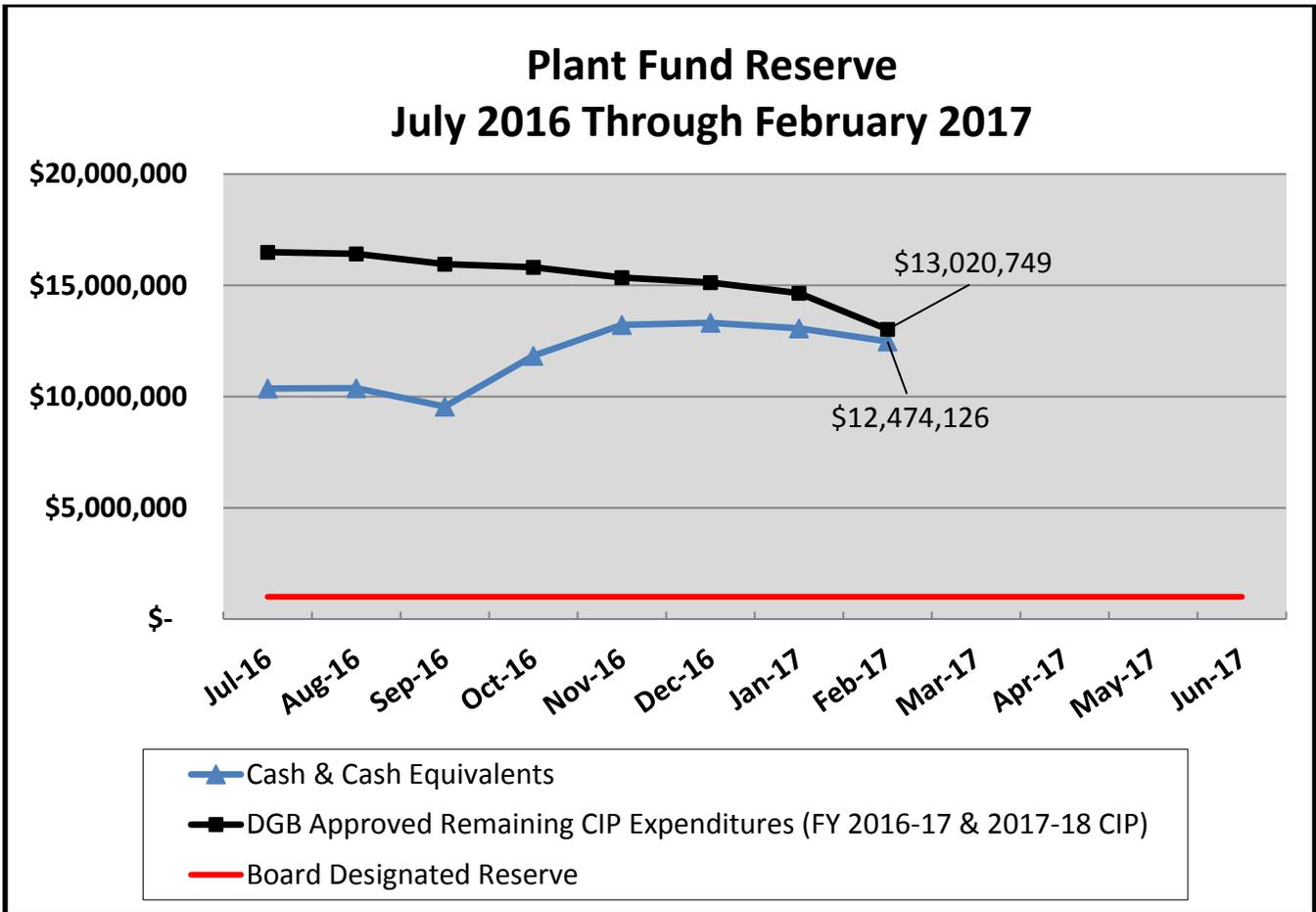
The Current Fund is a combination of the Operating Fund (Education and General) and the Auxiliary Fund. The budgets for these funds also include contingencies reserves to address unforeseen circumstances and seasonal revenues fluctuation. If the administration needs to adjust the Current Fund Reserves for more than a three-month period, **either above or below the Board’s range**/or the Plant Fund Reserves below \$1 million, the college must seek Board approval. In the adjustment request, the administration must include a realistic plan to bring the reserves within the range or specific Board authorization to remain outside the range.

Supporting Evidence:

Source: Banner Finance



For the period July 1, 2016, through February 28, 2017, Current Fund reserves have been in compliance with the above executive limitation.



For the period July 1, 2016, through February 28, 2017, Plant Fund reserves have exceeded **the Governing Board’s** designated reserve and are very close to the amount of monies needed to cover the next two years of CIP that have been approved by the DGB.

**President’s Conclusion:**

I report compliance.

Executive Limitation 2.3.2 aligns with Ends Statement No. 1 – 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.

To that end, maintaining adequate operating reserves provides the necessary cash flow **for the District to deliver its programs and increases the District’s ability to respond to** temporary adverse operating conditions such as an unforeseen decrease in operating revenues.

**Presenter :** Ray Sigafoos

**Start Time :** 1:32 PM

**Item No :** 13

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 9/22/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** INFORMATION - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 1:32 PM

**Item No :** 14

**Proposed By :** Ray Sigafoos

**Time Req :** 10

**Proposed :** 9/22/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
2.5	The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.	344945

**Description :** Information from the President to Include Game Changer Award; Employee Service Recognition; Yavapai College Staff Association (YCSA) Report; Spring Open Forums; College Highlights; Facilities Management News; and Other Related Issues - INFORMATION AND/OR DISCUSSION

**Details :** Dr. Penny Wills will report on the following topics with discussion from the Board:

- Game Changer Award - Merilee Fowler, Executive Director for MATFORCE, and Doug Bartosh, Cottonwood City Manager, will present the Game Changer award to the College's Police Department for going above and beyond to make a positive difference in Yavapai County.
- Employee Service Recognition - February 22 at the Prescott Campus and March 1 at the Verde Valley Campus
- YCSA Report - Report by James Elphick, Association President
- Spring Open Forums - March 1 at the Prescott and Verde Valley Campuses
- College Highlights - Attached - Information Only
- Facilities Management News - Attached - Information Only
- Other related issues

**Attachments :**

Title	Created	Filename
March Flyer 2.pdf	Feb 27, 2017	March Flyer 2.pdf
March 2017 College Highlights.pdf	Feb 27, 2017	March 2017 College Highlights.pdf
March 2017 Facilities Management News.pdf	Mar 01, 2017	March 2017 Facilities Management News.pdf

# Spring Open Forums

## Wednesday, March 1, 2017

**Prescott Campus**  
19-147

Wednesday, March 1st  
9:00 – 10:00 a.m.

**Verde Valley Campus**  
M-137  
Wednesday, March 1st  
3:30 – 4:30 p.m.

**WATCH LIVE @**  
[www.yc.edu/spring2017forum](http://www.yc.edu/spring2017forum)



In our continued effort to keep Faculty, Staff, and Students informed, the Vice Presidents and I will be hosting open forums on the Prescott and Verde Valley Campuses on Wednesday, March 1<sup>st</sup>. We invite you to be a part of this conversation.

Regards,  
Penny Wills, President

## March 2017 College Highlights

### Arts and Humanities

- **Katherine LaTorraca**, Yavapai College Adjunct Faculty Voice Instructor and Singer, performed an Afternoon of Entertainment January 8<sup>th</sup> at The Village at Mariner's Point in East Haven, CT. Her program included selections from *Phantom of the Opera*, *Cats*, *West Side Story*, *My Fair Lady*, original piano composition *Heaven's Voice*, jazz standards, and songs by George Gershwin, Cole Porter, Jerome Kern and Irving Berlin. Ms. LaTorraca has made guest appearances with the Rome Festival Opera, the Washington Opera at the Kennedy Center, the United States Army Field Band & Soldiers' Chorus, and is a winner of the prestigious Jenny Lind Competition.

### Business, Education and Social Sciences

- **Cara Bryant**, Adjunct Business Faculty, received a certificate of participation for her work with the Arizona Department of Education, Adult Education Division and GED Testing Alternative Pathways to High School Equivalency (HSE) taskforce. Cara was appointed by Sheryl Hart, Arizona Adult Education Director, to work with a team of 11 education/workforce development professionals across the State of Arizona to create a proposal for the State Board of Education to approve alternative options for the HSE Diploma to Arizona residents.
- **Dr. Mark Shelley**, Professor of Sociology and Psychology, reports that February marked the beginning of a campaign throughout the District where the values of Respect and Civility are being highlighted. This month (Respect) a writing contest is being conducted, with a first prize of three tuition credits for Fall 2017. March will feature a YouTube contest (Accept), and April will be an art contest (Embrace), all around themes highlighting respecting others' viewpoints, experiences and valuing what they bring to the learning environment. Other activities are being planned and coordinated by the Student Leadership Councils on both campuses. Films highlighting the experiences and contributions of different ethnic groups will be screened each Friday in April, co-sponsored by OLLI. Plans are in the making for showing the new musical, *Allegiance*, based on actor George Takai's experiences in Japanese Internment Camps during WWII. The proposal is for this event to be free and open to the public.
- **Dr. Jennifer Jacobson**, Professor of Sociology, reports that on February 17<sup>th</sup> she participated in a panel discussion about children and technology jointly hosted by Prescott Unified School District and The Launch Pad Teen Center, which included a screening of the documentary, *Screenagers*, at Mile High Middle School's Hendrix Auditorium. When asked about her own classroom technology policies, Dr. Jacobson described her tech-free policy, and how she enforces it through jokes about her own smart phone habits. Dr. Jacobson added that students from previous semesters have reported appreciating the break from their phones and laptops during her classes. Approximately 75 community members attended the event.

- **Dr. Joy D'Angelo**, Professor of Business, presented "Leadership Styles & When You Should Use Them" at the Prescott Area Youth Leadership (PAYL) Academy retreat on Saturday, February 25<sup>th</sup> at Camp Chapel Rock. Retreat attendees were high school students selected by the Prescott Area Leadership organization, which utilizes a competitive interview process. Dr. D'Angelo's presentation included a highly interactive session to engage the teens in leadership materials and application. The Prescott Area Youth Leadership Academy mission is to equip each participant with a solid foundation for continuing development of effective leadership skills. Each year, PAYL graduates take their new skills into leadership roles, community service, and advanced education at colleges and universities.
- **Dr. Terry Lovell**, Professor of Business, and host of the weekly radio program "KYCA Talks," interviewed Jim Natal, Literary Southwest Series Director, on Wednesday, February 22<sup>nd</sup> about the upcoming Literary Southwest event with author Geoff Dyer on Friday, February 24<sup>th</sup>. The Literary Southwest Series of Yavapai College, founded in 2008, is dedicated to bringing the finest literary talent from multiple genres to Prescott. Natal reported that Prescott is a very desirable location to visit, and authors frequently negotiate lower fees for the chance to do a reading here. Natal even mentioned that big time literary agents now call him trying to get a Prescott booking for one of their authors. The Literary Southwest is the only regularly scheduled literary programming in Northern Arizona. All events are free and open to the public. The full interview may be found at: [http://www.kyca.info/audio/talks/KYCATalks\\_2017-02-22.mp3](http://www.kyca.info/audio/talks/KYCATalks_2017-02-22.mp3)

### Foundation Studies

- **Jeri Hamilton**, Professor of Mathematics, is serving on an Arizona Department of Education committee of math educators around the state. The committee is comprised of high school math teachers, curriculum directors as well as community college and university professors. The purpose of the committee is to draft mathematics standards for the fourth year of mathematics courses required for graduation from high schools in Arizona. Input from the higher education perspective is valuable in determining what mathematics is necessary as students transition into a college or career setting.
- The Phi Theta Kappa Golden Opportunity scholarship was awarded to two Yavapai College students, **Janine Morgan** and **Jacinta Pericola**. These students received a fee waiver to join the Phi Theta Kappa, an organization opening up many leadership and scholarship opportunities for students who would not otherwise be able to access them.

### Career and Technical Education

- Students and staff at the Yavapai College Chino Valley Agribusiness and Technology Center welcomed a new utility vehicle, building materials, composting bins and a chicken-coop kit. These educational tools were made possible by a \$17,300 grant award from the J.W. Kieckhefer and Margaret T. Morris Foundation.



- A group of ten Seligman High School Seniors toured the Chino Valley Center and were interested in the Electrical Utility Lineworker program. The Seligman students toured the entire campus, including the greenhouse tomato production and tilapia tanks, and participated in hands-on activities in our pole training field.

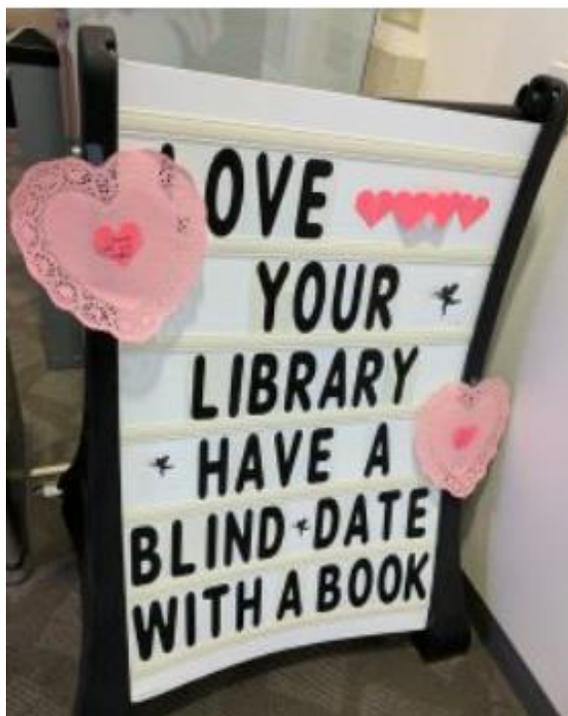


### Computer Technology and Instructional Support

- **Ruth Alsobrook-Hurich**, Video Game Development Program Director, provided a workshop on February 8, 2017 for twenty-one local middle school students interested in computer science. The students are a part of the Education Talent

Search (ETS) program. The workshop focused on programming, creating games and Hour of Code.

- **Computer Networking Technology** held three information sessions this past month for high school students at Prescott High School, Bradshaw Mountain High School and Chino Valley High School. Over one hundred students and parents participated in these three sessions to learn more about the Computer Networking Technology program.
- During the first two weeks of February, the **Library** hosted the “Blind Date with a Book” event. The “Blind Date with a Book” project gives everyone the opportunity to head to the library and check out a gift-wrapped book. The identities of the books are hidden until they are checked out and unwrapped. The hope is that the reader will end up reading and falling in love with a book that they never thought they would like before.



### Sciences, Health & Public Safety

- The athletic department has had a busy start of the semester. Our softball and baseball teams are off and running. The softball players are currently 11-2 on the year. The baseball team is 7-5 (of course by the time of the board meeting, the records will have changed).
- On Saturday, February 11<sup>th</sup>, the YC Athletic Department participated as volunteers with the Special Olympics Basketball Tournament and Skills Event held in the Walraven Gym on the YC Campus. Members of our soccer and volleyball teams acted as scorekeepers, escorts and skills attendants for the all-day event. Please see photos of the event below:



- On the same day, the YC Athletic Department, in conjunction with US Vets-Prescott, organized and hosted the 1<sup>st</sup> Annual Winter Fun Run. Participants included 23 runners/walkers, and all of the proceeds were donated to the US Vets Organization. Volleyball players served as course attendants and worked the water stations. Garret Ward was the winner. Our very own Mr. Roughrider (a Veteran) fired the starting gun.



# YAVAPAI COLLEGE FACILITIES MANAGEMENT NEWS

March 2017

Greetings from Facilities!

We at Facilities are hoping for a milder spring so we can catch up on the work orders due to the winter's extra rain/snow. From roof leaks to extra snow removal to construction delays, let's hope for a mild spring!

The March issue of this newsletter contains the latest information related to Facilities Management programs and projects, along with general information concerning the campus master plan and subsequent capital improvements. If you have questions about any of the items listed, please e-mail me at [david.laurence@yc.edu](mailto:david.laurence@yc.edu). The newsletter will also be posted on the Facilities web site.

## **College Wide Campus Master Plan Phase 1b**

### Prescott Trail Improvements

The exercise stations are being installed after a delay due to the inclement weather. The trail with the new stations will be available for use in early March. The College has partnered with CrossFit, Inc. to make significant improvements to the YC Trail. CrossFit, Inc. has provided exercise stations.

### Allied Health/EMS/JTED Health Occupation Programs

The rain and snow has had a big impact on the construction process. Lime treatment to dry out and aid in soil compaction used for the new addition foundation is wrapping up. Masonry stem walls are being constructed for the new wing along with underground electrical and plumbing. A temporary wall was built to enclose the west side of the building as construction of the new addition begins.

The Prescott Valley Center will be a very busy construction site until August of 2017, so please use caution and obey all construction warning signs.

On the Prescott campus, preparation is being made to relocate services and begin excavation for the new EMS Garage.

The updated construction schedule is as follows:

1. Construct EMS Garage for Ambulance Parking at Prescott – March through April 2017

2. Prescott Valley Center Parking Expansion – December 2016 through May 2017
3. Prescott Valley Center Addition – January 2017 through July/August 2017
4. Prescott Valley Center Addition Floor 2 Completion - December 2017
5. Building 2 Interior Remodel – May through August 2017
6. Prescott Valley Center Existing Space Remodel – May through August 2017
7. Move JTED from Centre Pointe to Prescott Valley – July/August 2017
8. Move Allied Health to Prescott Valley Center – July/August 2017
9. Move EMS from Prescott Valley Center to Building 2 – July/August 2017

The goal of the construction and design team is to ensure that class and lab space is ready for students at the start of the fall 2017 semester.



Lime Treatment in Preparation for Foundation Compaction



Building Pad Compaction



Temporary Wall Enclosing Building

### Buildings 1 and 15 Renovation

Design development continues as the construction and design team work with ITS and Facilities toward the development of construction documents. The next Visual and Performing Arts faculty review session will be March 9.

Minor remodeling of Building 3 is complete to support faculty offices moving from Building 15.

The tentative schedule for the renovation of both buildings is as follows:

Building 1 Rooms 200, 203, 204, 205 and 206	May 15 – August 15, 2017
Building 15 Floor One	May 15 – August 15, 2017
Building 15 Floor Two	August 15 – January 15, 2018

SmithGroup/JJR

McCarthy Building Companies

Project Manager: David Laurence

Logistics/Moving: Chris Larson

### Sedona Center Renovation

Work is mainly occurring in the west wing with the focus being framing and drywall along with plumbing/electrical rough-in. The café space will receive concrete the first week of March. HVAC units supporting the west wing will be set during the month of March. The administrative area will receive new finishes the first week of March.

In the east wing, work is finishing up with the new doors, lighting, shades and skylights.

Fabrication will occur during the month of March for the new shade structure.



Framing and HVAC Rough-In, Pastry Kitchen



Framing Electrical and Plumbing Rough-In, Culinary



Storage and Wash Area Framing



Preparation for Pouring Concrete for New Café Space



Rendering of New Main Entrance to the Sedona Center



Renderings of New Shade Structure and Café Area

SPS+

McCarthy Building Companies

Project Manager: David Laurence

Logistics/Moving: Chris Larson

If you would like more information about the campus master plan or implementation schedule, please go to <http://masterplan.yc.edu/> . This site is updated on a regular basis as new information concerning project progress becomes available.

## CONSTRUCTION PROJECTS

The landscaping project is complete after a weather delay at the Verde Valley Campus. Walkway lighting is installed along with new trees and seating. The frontage between the campus and Black Hills Drive is ready for use.



Frontage Trail Open for Use



### Verde Valley Campus Frontage Improvements

Project Manager: Mike Kervin

Signage projects completed during the month of February include building signage at CTEC and National Champions banner at the Roughrider baseball field.



CTEC Main Entrance



JTED Entrance at CTEC



Front of CTEC at Ruger Road



Roughrider Baseball Field

Project Manager: Chris Larson

## PREVENTIVE MAINTENANCE PROJECTS

As part of the budget, preventive maintenance projects are scheduled each year to ensure that College facilities are maintained at a level to support optimum performance in building systems, infrastructure, life safety, roadways and parking, along with College grounds. These projects are the result of a recent Facilities Condition Assessment (FCA) which identifies when repairs, modifications or replacement of components should occur. Some of the major FCA projects identified during this fiscal year include:

Verde Valley Campus Parking Lot Fogging – Rescheduled for Spring 2017  
Building 1 Roof – May through August 2017  
Building 7 Parking Lot and Roadway Re-alignment - May through July 2017

Future FCA Projects:

Building 15 Roof – TBD/FY18  
Building 3 Breezeway Decking Leaks – TBD/FY18  
Building 4 Breezeway Decking Leaks – TBD/FY18  
Phase 1 Ball Field Drainage – TBD/FYFY18  
Phase 1 Prescott Waterline Replacement TBD/ FY18

Michael Taylor Architects, Inc.

Haley Construction

Project Manager: Bruce Hustedt

## EMERGENCY/RISK MANAGEMENT – Peter Oppenheim

The following page is now available at [www.yc.edu/closures](http://www.yc.edu/closures)

Delays and Closure Information and FAQ



Yavapai College is committed to providing a safe environment for all students, faculty, staff and visitors.

While Yavapai College makes every attempt to maintain normal operating hours, from time to time inclement weather or infrastructure emergencies may necessitate delays or closure of the College.

In all closure or delay situations, the announcement will be posted on the College's

website and shared with local media. Mobile text alerts will be sent out to those who have registered to receive the alerts: [alertYC Text Message Sign-up Page](#)

#### PLEASE NOTE

During times of closure (including delays) only essential personnel are permitted on campus and buildings will be locked. This is for everyone's benefit and safety since the sidewalks, parking lots and roads cannot be cleared properly if vehicles are in the way. Some facilities, e.g. tennis courts, pools or fields, may not be immediately available while crews clear other areas.

Only Yavapai College Facilities employees are permitted to plow, shovel, de-ice or otherwise participate in snow or ice removal.

#### Where to get information

- Yavapai College Home Page: [yc.edu](http://yc.edu)
- Local Radio Stations: KPPV 106.7 FM, KDDL 94.3 FM , KQNA 1130 AM, Jack 94.7 FM, and 107.1 FM Spanish
- [alertYC Text Message Sign-up Page](#)
- YC.edu email addresses will also receive notifications.

#### **FACILITIES MANAGEMENT NEW TEAM MEMBERS**

Congratulations to Michael Anderson moving from custodian/security at CTEC to the Prescott Campus Lead Custodian.

Facilities is looking to fill the recently vacated Custodian and HVAC Technician III positions at the Prescott Campus.

Well that's all for this edition of Yavapai College Facilities Management News. Please stay tuned for the next edition containing the latest information related to projects and programs around the college.

**Presenter :** Ray Sigafoos

**Start Time :** 1:42 PM

**Item No :** 15

**Proposed By :** Ray Sigafoos

**Time Req :** 20

**Proposed :** 9/22/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
2.5	The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.	344945

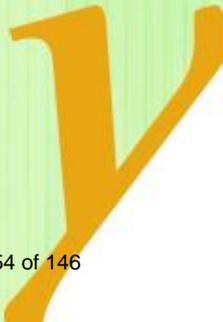
**Description :** Information from the Vice President for Instruction and Student Development to Include Faculty Senate; Verde Valley Student Leadership Council; Adjunct Advisor; and Other Related Information - INFORMATION AND/OR DISCUSSION

**Details :** Dr. Ron Liss, Vice President for Instruction and Student Development will present an update on the following:

- Information regarding Faculty Senate - Dr. Selina Bliss, Faculty Senate President
- Verde Valley Student Leadership Council - Dr. Mark Shelley and students: Marco Colchado, Martin Padilla, Alexandra Rhoda, Carl Muirhead, Evan Garvey, and Sierra Thompson
- Adjunct Advisor - Attached
- Other Related Information

**Attachments :**

Title	Created	Filename
YC Faculty Senate slide.pdf	Mar 02, 2017	YC Faculty Senate slide.pdf
AA Vol 6 Issue 8 March_2017.pdf	Mar 02, 2017	AA Vol 6 Issue 8 March_2017.pdf





**In This Issue**

March Happenings	1
Arizona SciTech Festival	1
From our Registrar—FTSE Day	1
Money Matters –Financial Aid	2
Verde Valley Computer Lab Hours	2
Career Fair	2
Reception VV Art Gallery	3
Adjunct Faculty Meetings	3
Hours Operation Learning Center/Libraries	3
About Quality Matters	3



The Arizona Sci Tech Festival is the state's biggest celebration of STEAM (Science, Technology, engineering, Arts and Math). It is held annually in February and March. Hundreds of organization have joined forces to showcase science all around—there are over 1,000 events throughout the state! The Expo is free and open to the public. Yavapai College will have hands-on exhibits, a tour of the Southwest Wine Center and variety of demonstrations. For more information go to <http://www.vvscitech.org>



*From our Registrar... Sheila Jarrell*

**FTSE is this Thursday, March 2!**

**Q: What does "FTSE" mean?**  
A: Full-Time Student Equivalency

**Q: Who requires this and why is it important?**  
A: The State of Arizona requires verification of enrollment. The Office of the Auditor General audits our enrollment and prepares a report for the Arizona Legislature each year. The audited results of our FTSE project are used to "allocate state appropriations among the various Arizona county community college districts in accordance with Arizona Revised Statutes ... 15-1466."

**Q: When is FTSE this semester?**  
A: March 2

**Q: Will instructors need to complete a FTSE roster for every class?**  
A: Yes, unless your class has already ended, or your class does not start until after March 2.

**Q: What can instructors do now to prepare for FTSE?**  
A: Review your rosters:

- Log into [www.yc.edu](http://www.yc.edu) and open My Class Roster for each class
- Any remaining no shows must be dropped immediately- do not wait.
  - Students who have not met attendance requirements per your syllabus should be withdrawn before next week.
  - Use the Faculty Withdraw link to withdraw students.

**Q: How does this help?**  
A: If you take these simple steps now, completing your FTSE rosters will be stress free.

**Q: What next?**  
A: Watch for communication the afternoon of March 1, which will initiate the FTSE process & include instructions. FTSE will not open until the afternoon of March 1

Deadline will be midnight of March 2.

Thank you for your attention to this important project.

If you have any other questions or concerns, please feel free to contact me directly. I would be happy to help you in person!

**Sheila Jarrell, M.Ed., Registrar**  
[sheila.jarrell@yc.edu](mailto:sheila.jarrell@yc.edu)

928.776.2107  
Prescott Campus 1-111

**MARCH HAPPENINGS**

- Mar 1** YC Verde Valley SciTech Expo Spare Parts—Free Screening M-137 5:30 pm
- Mar 2** Anthony Mazzella—Concert Guitarist Free Performance—M-137 5:00 pm
- Mar 2 - FTSE Day! Make sure to verify your Rosters - See Info this Page!**
- Mar 3** YC Verde Valley SciTech Expo Verde Valley Campus M-137 5:00 pm until 8:00 pm
- Mar 1-9** Last few days to see **Consecrate**—a collaborative art show featuring works by **Alyssa Ritchie, Sean Oswald & Ben Norton**. Verde Art Gallery
- Mar 10** **Art Garfunkel: In Close-Up PAC 7:30 pm until 9:30 pm**
- Mar 12 - Last Day for Student-initiated Withdrawals**
- Mar 12 thru 18**  
No classes - all offices closed 
- Mar 23** **The Heavens Unfastened** —by Novie Trump Opening Reception 5:00—7:00 pm Verde Valley Art Gallery
- Mar 24** Kriehn & Yagmourian Reception & Artist Talk Prescott Campus—5:00 pm until 7:30 pm
- Mar 27** New Student Orientation Prescott 3:00 until 4:00 pm
- Mar 29** The Bolshoi Ballet: A Contemporary Evening PAC 6:00 pm until 8:00 pm
- Mar 31** **Yavapai College Job Fair** Yavapai College Gym 9:00 am until 1:00 pm Lots of useful information ~ job openings



## The Adjunct Advisor

Published for Yavapai College Adjunct Faculty  
**Questions? Want to contribute?**  
Contact: Elsie Gibbs Freeman, Editor  
Verde—928-634-6562  
[egibbsf@instructor.yc.edu](mailto:egibbsf@instructor.yc.edu)

### Money Matters

#### FINANCIAL AID UPDATE

The **YC Foundation Scholarship** Application is available **until April 1<sup>st</sup>**. I would appreciate your helping me spread the word! Students need to log into the YC webpage, click on *My Services/ Students / My Financial Aid*. The scholarship application can be found in the financial aid portal for the 2017-18 year and it can be submitted electronically. For more information: Contact Financial Aid at 928-776-2152 or [prescott.financial.aid@yc.edu](mailto:prescott.financial.aid@yc.edu).

Thank you for all you do, and have a great Spring Break!

**Diana Dowling,**  
Director of Financial Aid & Answer Center

May your blessings  
outnumber

The **SHAMROCKS** that grow,  
And may trouble avoid you  
**Wherever you go.**

Irish Blessing

## Academic & Career Advising... CAREER FAIR 2017

**Friday, March 31 from 9 a.m. to 1 p.m.**

Yavapai College Prescott campus gymnasium (Building 2);  
Learn the latest information about careers



- Apply for part-time, full-time, temporary or summer jobs
- Meet with reps from business, healthcare, non-profit and military organizations

### PROFESSIONAL ATTIRE IS STRONGLY RECOMMENDED

For information, contact [laura@prescott.org](mailto:laura@prescott.org); 928-445-2000 ext. 114,  
or [katherine.anderson@yc.edu](mailto:katherine.anderson@yc.edu); 928-776-2008.

*The Job Fair is coordinated by the Yavapai College Regional Economic Development Center, the Prescott Chamber of Commerce, DES Employment and, Goodwill of Central Arizona, US Vets and Elwood Staffing.*

## Yavapai College—Verde Valley Art Gallery

Join us at the Opening Reception on  
Thursday, March 23, 2017 from  
5:00 until 7:00 p.m.

An Exhibition featuring works by  
**Novie Trump**

### *The Heavens Unfastened*

Ms. Trump utilized wax, glass, ceramic, thread and steel to create site-specific installations exploring themes of love, loss and longing.



## *Student Success comes from a Positive Learning Environment*

Teachers, please remind your students about the many resources available to them as they prepare for their Mid-Term Exams. The Learning Centers, Libraries and Computer Commons/Lab have talented staff who can provide a great deal of assistance by answering questions about assignments, providing peer tutoring, and/or monitoring study groups. To that end, the times these facilities are open are provided below and on the next page. Of particular note, are the Extended Hours for the Computer Lab on the Verde Valley Campus.

### Verde Valley Computer Lab Hours

Monday thru Thursday  
March 6 to March 9  
8 am to 7 pm

\*\*\*\*\*

Friday, March 10 ~ 9 am to 2 pm

\*\*\*\*\*

Enter through the  
Learning Center Doors  
Saturday, March 11 ~ 10 am to 4 pm

\*\*\*\*\*

Questions?  
Call 928-634-6568



### **SUCCESS...**

Because your students can own  
this face of pure accomplishment!

### Prescott Computer Commons Hours

Monday thru Thursday  
7:30 am to 9:00 pm

\*\*\*\*\*

Friday, 7:30 am to 7 pm

\*\*\*\*\*

Saturday, 10 am to 4 pm

\*\*\*\*\*

Sunday, 2 pm to 7 pm

\*\*\*\*\*

Questions?  
Call 928-776-2158

## Spring 2017 Adjunct Faculty Meetings. . .

Important: Any faculty from any campus is welcome at these meetings

### Prescott Campus

March 23 (Thursday)	5:30 - 6:30 pm	19-215	Emotional Intelligence—Dr. Mark Shelley
	Note: ITV Verde	I-206	
April 5 (Wednesday)	5:15 - 9:15 pm	19-208	Quality Matters (Prescott Campus)
April 6 (Thursday)	5:15 - 9:15 pm	19-224	Quality Matters (Prescott Campus)
<b>IMPORTANT</b>			Attendance is MANDATORY BOTH Sessions



Questions? Contact Tara O'Neill ~ e-mail: taraoneill@yc.edu

### Verde Valley Campus

March 24 (Friday)	Noon - 1:30 PM	G-106	Yoga & Mindfulness in Schools: How & Why Does It Work?
April 21 (Friday)	Noon - 1:30 PM	M-203	Ending the Semester and Mystery Guest

### Learning Center

Hours of Operation ~ Prescott Campus  
 Monday-Thursday 8:00 am to 8:00 pm  
 Friday 9:30 am to 5:00 pm

#### *Aiming Higher*

Hours of Operation ~ Verde Campus  
 Monday-Thursday 8:00 am to 7:00 pm  
 Friday 8:00 am to 5:00 pm



### Yavapai College Libraries

Hours Of Operation~ Prescott Campus  
 Monday-Thursday 8:00 am to 8:00 pm  
 Friday 8:00 am to 4:00 pm  
 Saturday 12:00 pm to 4:00 pm  
 \*\*\*

Hours Of Operation~ Verde Valley Campus  
 Monday-Thursday 8:00 am to 7:00 pm  
 Friday 9:30 am to 5:00 pm  
 Saturday 11:00 am to 3:00 pm

### Inspiring Irish Wisdom

You've got to do your own growing, no matter how tall your father was.

"Some cause happiness wherever they go; others whenever they go." -Oscar Wilde

"A life making mistakes is not only more honourable, but more useful than a life spent doing nothing at all."

George Bernard Shaw

May you get all your wishes but one, so that you will always have something to strive for!

### What is Quality Matters?



How does it benefit my students and me?

Quality Matters (QM) has its roots in a small band of educators known as the Maryland Online, Inc. (MOL) who were striving to address the question of how to measure and guarantee the quality of a course. As more institutions of higher learning were moving to providing online delivery of courses, educators needed some way to ensure the quality & rigor of a course was equivalent irrespective of where the course originated. Thus, in 2003, MOL conceived a plan to create a "scalable process for course quality assurance. They applied for a Fund for the Improvement of Postsecondary Education (FIPSE) grant from the US Department of Education." (<https://www.qualitymatters.org>)

This grant made it possible for QM to develop a rubric of course standards and create a replicable peer-review process that would:

- ◆ Train & empower faculty to evaluate courses using nationally recognized standards
- ◆ Provide guidance for improving the quality of courses using a rubric and
- ◆ Certify the quality of online & blended college courses across institutions through peer review.

The upcoming training sessions (see table above for place and time) scheduled for April 5 & 6 are designed to introduce faculty to the QM Rubric. In addition to learning about the QM rubric, and the course review process, participants will learn to apply the concept of alignment and create recommendations for course improvement.

Of particular importance, remember QM is about **Course Design**. It is **NOT** about:

- ◆ An individual instructor — it's about the **course**
- ◆ Faculty evaluation—it's about **course quality**
- ◆ Being judgmental—it's about **diagnosis** and **improvement**
- ◆ Win/Lose or Pass/Fail—the accent is on **continuous improvement** in a supportive environment.

The faculty member is integral to *both* design and delivery.

**Course Design ...**  
is the forethought and planning that a faculty member puts into the course.

**Course Delivery ...**  
is the actual teaching of the course, the implementation of the design.

Additional information is available at the college website:

<https://www.yc.edu/v5content/teaching-and-elearning-support/faculty/qualitymatters.htm> and/or the QM National website: <https://www.qualitymatters.org>

Questions: contact Lindsay Henning QM Coordinator: [Lindsay.Henning@yc.edu](mailto:Lindsay.Henning@yc.edu)

**Presenter :** Ray Sigafoos

**Start Time :** 2:02 PM

**Item No :** 16

**Proposed By :** Ray Sigafoos

**Time Req :** 15

**Proposed :** 2/7/2017

**Item Type :** Information Item

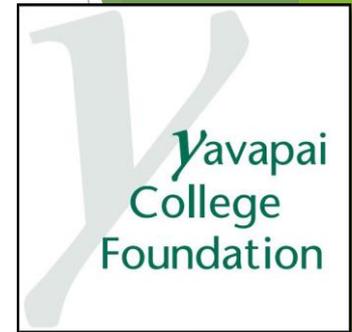
Policy No.	Description	Ref No
2.5	The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.	344945

**Description :** Information from Yavapai College Advancement and Foundation -  
INFORMATION AND/OR DISCUSSION

**Details :** Mr. Paul Kirchgraber, Interim Executive Director for Yavapai College Foundation, will provide an update on Foundation campaigns and scholarships.

**Attachments :**

Title	Created	Filename
Kirchgraber PP in 4 3.pdf	Mar 02, 2017	Kirchgraber PP in 4 3.pdf



Yavapai College Foundation, Inc.

501(c)(3) Arizona Non Profit Corporation

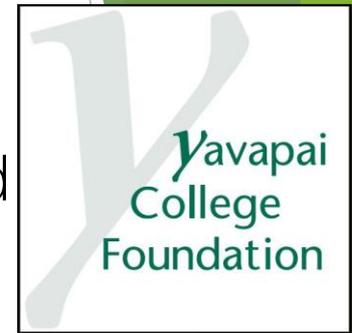
## Major Fundraising Campaigns -Past and Present-

- Del E. Webb Family Enrichment Center
- Southwest Wine Center, Verde Valley Campus
- YCF Endowment Building Campaign
  - Goal by FY 2020 = \$16 million
  - Progress to Date = \$12 million
  - Pipeline = \$8.5 million (estimated)

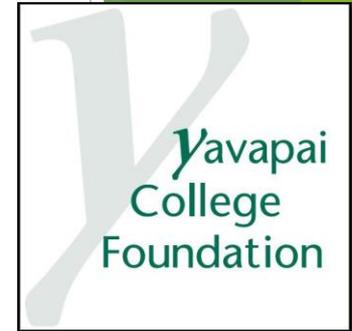
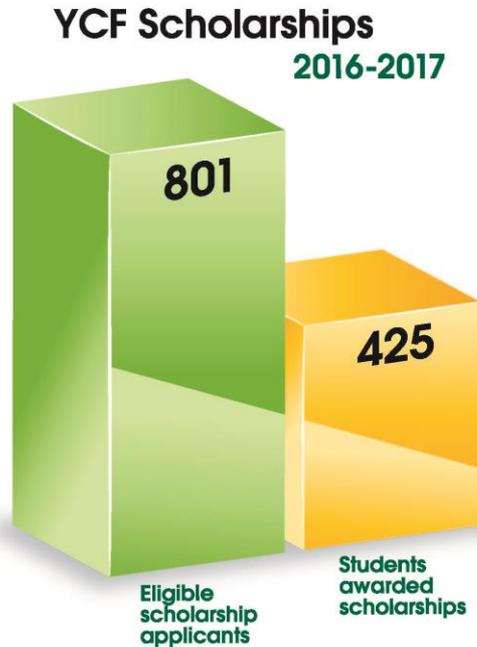


## Mini-Campaigns

- Granite Mountain Hotshots Scholarship Fund
- Capital improvements to YCPAC
- YC Tennis Court Improvement Project
- Sculpture Garden Landscaping and Sculpture Acquisition Campaigns
- CTEC Equipment Purchase



# YC Foundation Scholarships



FY17/18 - \$364,000

## YC Foundation Scholarships

133 - Endowed Scholarship Funds

55 - Named Non-endowed Funds

188 - Total Funds (2<sup>nd</sup> **most among AZ CC's**)

About 90% awarded to students

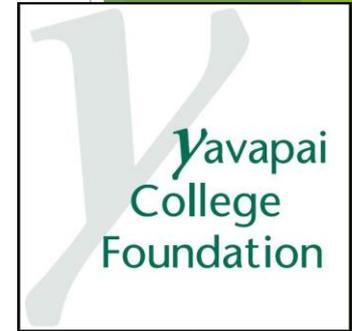
**based upon need** as determined by FAFSA

Other Foundation **need based** fundraising supports:

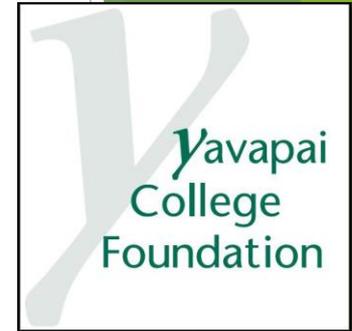
-GED Testing (\$140/exam)

-Veterans Upward Bound (VUB) \$300

-FEC child tuition support



## Meet Eleanor Bostwick



Art Over Your Shoulders: A Chat with the Woman Behind the Capes



▶ ⏪ 🔊 1:43 / 5:28



**Presenter :** Ray Sigafoos

**Start Time :** 2:17 PM

**Item No :** 17

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 9/22/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** MONITORING REPORTS - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 2:17 PM

**Item No :** 18

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 2/15/2017

**Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
2.1.2	The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices that ensure a college-wide focus on student success.	560657

**Description :** Receipt of Revised President's Monitoring Report - Executive Limitation  
2.1.2 - Treatment of Students - MONITORING, DISCUSSION, AND/OR  
DECISION

**Details :**

At the February 14, 2017 District Governing Board Meeting, the President offered to submit a revised Monitoring Report for Executive Limitation 2.1.2 - Treatment of Students for the Board's consideration. This is that revised report.

**Executive Limitation 2.1.2 Treatment of Students**

The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices that ensure a college-wide focus on student success.

**MOTION OPTIONS:**

**1. If Board intends to accept Monitoring Report:**

We have read the President's Monitoring Report regarding policy 2.1.2, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.1.2.

**2. If Board intends to not accept Monitoring Report:**

**If for Interpretation:**

We have read the President's monitoring report regarding Policy 2.1.2 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.1.2. I move that the President provide the Board with a new Monitoring Report for Policy 2.1.2 [at the X board meeting] [within X amount months] that includes a new interpretation.

or

**If for Insufficient Evidence:**

We have read the President's monitoring report regarding Policy 2.1.2 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.1.2. I move that the President provide the Board with a new Monitoring Report for Policy 2.1.2 [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

**Attachments :**

<b>Title</b>	<b>Created</b>	<b>Filename</b>
Report Policy 2.1.2 Treatment of Students Revisited.pdf	Feb 23, 2017	Report Policy 2.1.2 Treatment of Students Revisited.pdf
2 1 2 Compilation REVISED.pdf	Mar 03, 2017	2 1 2 Compilation REVISED.pdf

**President's Monitoring Report**  
**Executive Limitations 2.1.2 - Treatment of Students**  
**February 2017 – Revised in March 2017**

**Executive Limitations 2.1.2 - Treatment of Students**

The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices that ensure a college-wide focus on student success.

**President's Interpretation**

In order to ensure that students (both credit and non-credit) receive a high-quality education, the College must create an environment which fosters learning and excellent student support. The focus of our efforts must remain on the students' success. It is understood that in order to be successful, each student must accept his/her responsibility to be engaged in the learning process. Likewise, the College must accept its responsibility to develop, implement, and evaluate its policies and procedures that affect students.

**Alignment with the Strategic Plan**

The College's 2015-2020 strategic plan aligns with the District Governing Board's Ends Statements as we strive to improve academic excellence, economic development, and cultural enrichment at a justifiable cost. Strategic actions for 2016-2017 include but are not limited to the implementation of Guided Pathways, expanding employment services, holding community open houses on the Prescott and Verde Valley campuses, conducting an employee engagement and satisfaction survey, and a complete remodel of the Sedona Center.



Yavapai College  
2015-2020 Strategic Plan



023-17 Strategic  
Planning Brochure (

*Supporting Evidence*

**POLICIES AND PROCEDURES**

Yavapai College develops, implements, evaluates, and revises policies and procedures that affect students, faculty, staff and function of the college. The policies and procedures comply with District Governing Board policies, as well as state and federal laws and regulations including Title IX.

**Policies**

Through the shared governance process, the College develops and maintains a variety of policies including specific academic policies. These are updated regularly to assure legal compliance and to align with student success activities.

Current policies grouped by category are linked at:

**Human Resources** (<http://www.yc.edu/v5content/policies/hr.htm>)

**Administrative Services** (<http://www.yc.edu/v5content/policies/administrative.htm>)

**General Operations** (<http://www.yc.edu/v5content/policies/general.htm>)

Yavapai College provides students avenues to appeal academic or non-academic decisions made by faculty or staff. These processes are reviewed annually, evaluated, revised, and when necessary, reviewed by College attorneys to insure students' due process.

## **Student Policies** (<https://www.yc.edu/v5content/policies/student.htm>)

Student Code of Conduct (<https://www.yc.edu/v5content/student-services/codeofconduct.htm>)

Housing Handbook (<https://www.yc.edu/media/housinghandbook/hh1617.pdf>)

## **Faculty Committees**

The Faculty Association has standing committees that participate in the review of academic policies and systems.

## **Curriculum**

Fundamental to the success of all students is the development of vibrant curricula, regular review of certificate and degree programs, and the articulation of meaningful student learning outcomes. Multiple additions, modifications, and deletions of courses and programs are instituted each year. This year a significant effort has been undertaken to organize the curriculum offerings through Guided Pathways. While this is not technically a policy it is our core business and is guided through structured development.

## **Pathways**

A cross functional team of staff, faculty and academic deans was formed this past year to implement Guided Pathways.

Goals of the Steering Committee:

- Higher completion rates
- Efficient completion - students take less coursework not required for degree/certificate
- Clear direction for students to select program of study

Will meet these goals by implementing the following:

- Develop new web pages to guide students through the academic pathway process – to be in place by April 2017
- Develop 8-10 areas of study appropriate for Yavapai College – completed Spring 2017
- Create academic program pathways for clear progression from start to finish – in progress
- Develop a common first semester within each area of study
- Develop career exploration tools and process for identifying major/program/career
- Identify success benchmarks and critical tracking courses for student success
- Develop high school to YC pathways
- Develop YC to university pathways
- Evaluate faculty advising models

## **Assessment**

The primary goal of outcomes assessment is continuous improvement of processes, curriculum, and instruction to facilitate student success. In April 2016, Yavapai College hosted the 3rd Annual Arizona Assessment Day with over 100 participants attending. During Assessment Day, faculty engage in dialogue that allow them to share outcomes and data for both General Education and Program assessment.

The Fall 2016 Assessment Day morning sessions focused on discussions between General Education and Program faculty in various stages of the General Education assessment cycle. The afternoon session of Assessment Day was dedicated to the Pathways initiative. Time was provided for academic program faculty to review the progression of courses in their respective programs and Areas of Study.

The Pathways work continued through the Fall semester and during convocation week in January. The focus of Assessment for the future is a revision of the current annual Program Review process into a cycle that includes annual and focused reviews and incorporates learning outcomes assessment along with institutional data.

[YC assessment link](#)

### **Instructional Support**

Instructional Support provides academic systems that directly support students, faculty, and staff and are indispensable and critical for student success. Instructional Support is directly tied to Board End 1.1.

Instructional Support areas include:

- [Instructional Support website](#)
- [Prescott Computer Commons & Verde Computer Commons website](#)
- [Library website](#)
- [Teaching and eLearning website](#)
- [Adjunct Faculty Resources](#)

### **Accreditation and Federal Compliance**

Yavapai College complies with the Higher Learning Commission accreditation and federal compliance requirements. YC completed a successful multi-location visit on November 9 and 10, 2015 at the Career and Technical Education Center (CTEC) and the Sedona Center. The College submitted its Annual Institutional Data Update (AIDU) on April 3, 2016. Yavapai College's next reaccreditation visit is a distance review scheduled for June 5, 2017.

The College's Emergency Medical Services program hosted a successful Committee on Accreditation of Educational Programs for Emergency Medical Services Professions (CoAEMSP) reaccreditation visit in June 2016.

The College's Nursing program was reaccredited in 2013 by the National League for Nursing Accrediting Commission, Inc. (NLNAC). The Nursing program just hosted a follow-up visit in February 2017.

The following Yavapai College programs have third-party program-level accreditation and are in good standing with their accreditors: Nursing, Radiology, Fire Science, and Emergency Medical Services. Evidence of third-party accreditation is included in the HLC 2013 Final Team Report.

[Higher Learning Commission Statement of Affiliation](#)

[Yavapai College Accreditation Website](#)

[Student-Right-to-Know and Higher Education Act \(HEA\) Consumer Information and Disclosures](#)



HLC 2013 Final Team Report.pdf



HLC Contractual Approval.pdf



JRCERT Accreditation Letter 1



CAAHEP Certificate Copy.pdf

## **Student Development**

Yavapai College provides comprehensive student services focused on student success including completion. These services are linked at the [Student Development website](#)

### **Academic Early Alert**

An online Academic Early Alert system was fully implemented as of fall 2016 following the initial pilots during the spring and summer 2016 semesters. This system allows faculty to submit concerns for any students experiencing academic difficulty. Faculty and academic advisors work collaboratively in assisting students to remove success barriers. Data is being collected to determine the effectiveness of this program in increasing retention and completion for our students. The Fall 2016 numbers are significantly higher due to the higher number of new students entering in the fall.

<b>Early Alerts</b>	Spring 2016	Summer 2016	Fall 2016
Total Alerts	112	27	391
Number of Students	106	26	295

### **New Student Orientation**

New Student Orientation (NSO) became mandatory for new students with no prior college for fall 2016. The goals for orientation are to:

- Assist students in transitioning into the culture of YC.
- Help students make informed decisions about the course selection process.
- Ensure students know about resources at YC that promote student success.

The content focused on three areas:

- Expectations of professors, of being a student, and of YC
- Tools to assist in student success
- Technology used on campus

### **Mandatory Student Orientation**

	Fall 2016	Spring 2017
Total Completed	397	192

### **Early College Program/Recruitment**

The Early College Office added two Academic Advisors to their staff in the Spring of 2017 by re-allocating vacant positions. In an effort to reflect our commitment to expanding access to a college education and helping to create a college going culture with Yavapai County High Schools, we have:

- LEAD Summer Bridge Program 2016: A second cohort of 14 recent high school graduates, from underserved communities were nominated for the program by their respective school districts. Fourteen students started and completed the

program. Nine students enrolled full time and five part time for the Fall 2016 semester, all at the Verde Valley Campus.

- Fifty-one Early College Orientations are scheduled during the 2016-17 school year. These 45 minute in-person presentations are given at our partner high schools during the school day and evenings so parents can attend.
- The Verde Valley campus has been selected to be an SAT testing site and administer the exam on June 3, 2017
- BE YC For a Day Program was an addition to the 2016-17 recruitment plan. YC



recruitment staff hosted prospective students and community members for a personal, meaningful, day-long experience which allows students to participate in several class options and faculty members to better share the details and highlights of their program. All registrants are being tracked and the “no show” students received the YC information packet in the mail. Ninety community members participated in the Fall of 2016.



### Learning Centers

- Twenty-one different workshops were offered at the Prescott Learning Center with four offered through ITV connection with the Verde Valley Learning Center. Tutors are available in person on both campuses as well as online via Skype.
- Supplemental Instruction was offered in the following courses that historically have high F, D, and W grades:

Spring 2016 Supplemental Instruction Summary			
	Number attended	w/ Supp Instruct final grade D/W/F	w/o Supp Instruct final grade D/W/F
BIO 181	36	28%	69%
BIO 201	50	5%	37%
BIO 202	7	0%	50%
CHM 151	14	36%	60%
Fall 2016 Supplemental Instruction Summary			
	Number attended	w/Supp Instruct final grade D/W/F	w/o Supp Instruct final grade D/W/F
BIO 181	31	26%	51%
BIO 201	16	6%	6%
CHM 151	9	0%	59%

- Learning Center Manager was hired in August of 2016 for the Verde Valley Campus. Weekly guided study groups were offered for MAT 092, MAT 122, MAT 142 and BIO 181. ITV tutoring was shared with Prescott Center, and in classroom tutoring was offered for English Composition.

### Title IX (TIX)

Much has been done to raise awareness about TIX and about sexual misconduct among our faculty/staff and students throughout 2016:

1. All students living in the College residence halls were required to participate in Title IX training.
2. All YC students were provided the opportunity to view online information and training about sexual assault, sexual harassment, dating, and domestic violence.
3. Faculty and staff received mandatory on-line TIX training in mid-November regarding Title IX and how to respond to sexual misconduct.

**Housing and Residence Life**

- Newly designed recruitment and retention promotional materials heightened student interest and engagement. A ‘Live’ theme sparked student interest, and the halls were stylized via new artwork provided by YC Graphic Design students.



- RA training focused on leadership development through ropes courses and numerous workshops and presentations. RAs and staff demonstrated a tremendous improvement in their leadership and confidence.
- Additional computers were installed to upgraded Study Rooms.

**Student Engagement and Activities**

These activities have been designed to encourage cohorts to come together. When students are connected to others with common interests they tend to complete their semester and to continue at the College through completion.

***Prescott Campus***

- Welcome Week Spring and Fall Semester, over 700 students attended.
- On and Off Campus Activities:
 

Hypnotist	Super Bowl Gathering
Activities Fair	Ping Pong Tournament
Ping Pong Tournament	Voter registration table
Olli Games	Safe Spring Break promotion
Earth Day	Karaoke
Movie Night	Miniature Golf Night
Live Band Concert	Juggling Event
Self Defense Day	
Student Leadership Council Fun Run	No More Walk

- ROUGHRIDER Lounge averaged 70 people per day.

***Clarkdale Campus***

- Two Student Ambassadors hired in fall 2016.
- Three weeks of Welcome Week tables in Fall 2016.
- Domestic Violence Awareness information table event in partnership with YC & Clarkdale Police Departments, October 2016.
- Voter registration tables.

- Campus Safety Event in partnership with YC & Clarkdale Police Departments focusing on safe driving, October 2016.
- Explore YC Verde Valley Campus event, November 2016.
- Student Leadership Program implemented.

### **TRiO & Veteran Services**

#### Federal TRIO Programs

- The Department of Education renewed our TRIO Educational Talent Search grant program for September 1, 2016 through August 31, 2021.
- A proposal was developed and submitted to the Department of Education to increase services to first generation/low income high school students in the Verde Valley. Official award notification is anticipated by Summer 2017.
- 2015-2016 fiscal year grant objectives related to student success were exceeded in both the TRIO Student Support Services and TRIO Educational Talent Search programs.

#### Veterans Education & Transition Services

- Memorial Wall, November 15, 2016: The College honored Veterans on Remembrance Day. A “Memorial Wall” listing all Arizona fallen soldiers from the Iraq and Afghanistan Conflicts was staged on the Prescott and Verde Valley Campuses.
- Veterans Celebration and Resource Fair, November 15, 2016: To further celebrate and honor our veterans, a social gathering took place on the Prescott Campus for veterans including students, staff, faculty, and the community

### **Course Availability Notification System (CANS)**

As of April 15, 2014, a new notification system enabled students to be contacted if a seat becomes available in a full class. Beyond providing a waiting list this assists as we determine a final schedule by indicating when we may need to add additional sections.

#### Most Popular CRNs per Term:

- Spring 2016: HIS131 (United States History I) with 88 requests
- Summer 2016: HIS205 (World History) with 39 requests
- Fall 2016: BIO181 (Biology I) with 86 requests

### **Call Campaign**

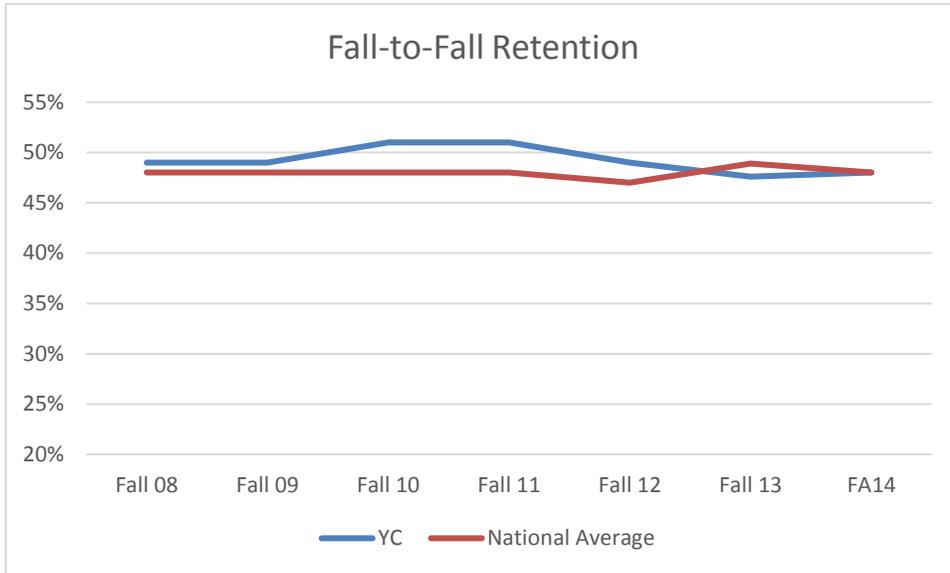
Student Development instituted a call campaign for students who were registered and had not established payment. This campaign started October 25, 2016 and ran through January 13, 2016. Staff spent approximately 4 hours a day for 45 days contacting students.

	Comparison			
	Spring 2016		Spring 2017	
<b>Dropped</b>	<b>1,171</b>	<b>14%</b>	<b>592</b>	<b>7%</b>

# MEASURES OF STUDENT SUCCESS

## Retention

- A key element in fostering student success is retaining students. Yavapai College tracks retention through its participation in the National Community College Benchmark Project<sup>1</sup> and the federal Integrated Postsecondary Educational Data Survey<sup>2</sup>. Retention measures link directly to Board End 1.1
- Yavapai College’s fall to fall retention rate for students classified as first time/full-time degree seeking was 56% for the fall 2014 cohort (source IPEDS).
- YC’s fall14 to fall15 retention rate of all credit students (including personal interest for YC) was 48%, which correlates to the national median average of 48%.



## Career and Technical Success

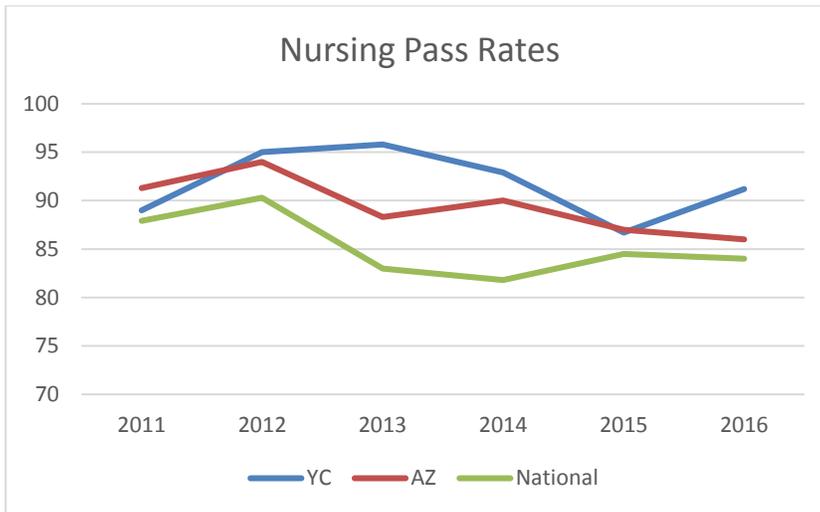
Career and Technical success measures tie directly to Board End 1.1.1. The five-year compound annual growth rate is 11.4% for career and technical awards.

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Associate of Applied Science <sup>1</sup>	239	269	258	289	264	267
Certificates <sup>1</sup>	401	399	651	753	776	831
Total	640	668	909	1042	1040	1098

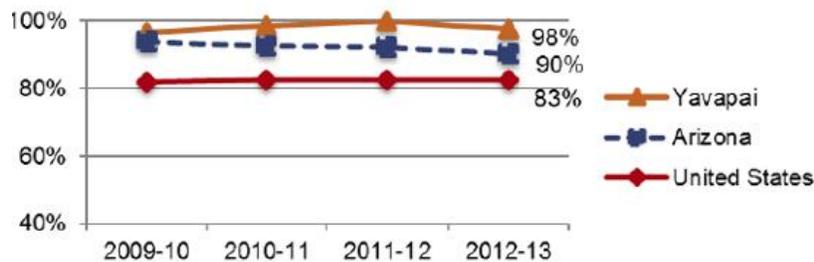
<sup>1</sup>Source: Office of institutional Effectiveness and Research (IER)

## Pass Rates

	<u>YC</u>	<u>US</u>	<u>AZ</u>
First-time pass rate for Nursing license <sup>2</sup> (2016)	91%	84%	86%
First-time pass rate for Radiological Tech license <sup>3</sup> (2016)	100%	88%	77%
Pass rate for third-party industry certification <sup>4</sup> (2016)	97%	83%	92%



### Percent of Learners Earning an Industry-Recognized Credential (2009-13 Occupational Completers/Leavers)



#### Sources:

<sup>2</sup>National Council of State Boards, National Council Licensure Examination (NCLEX)

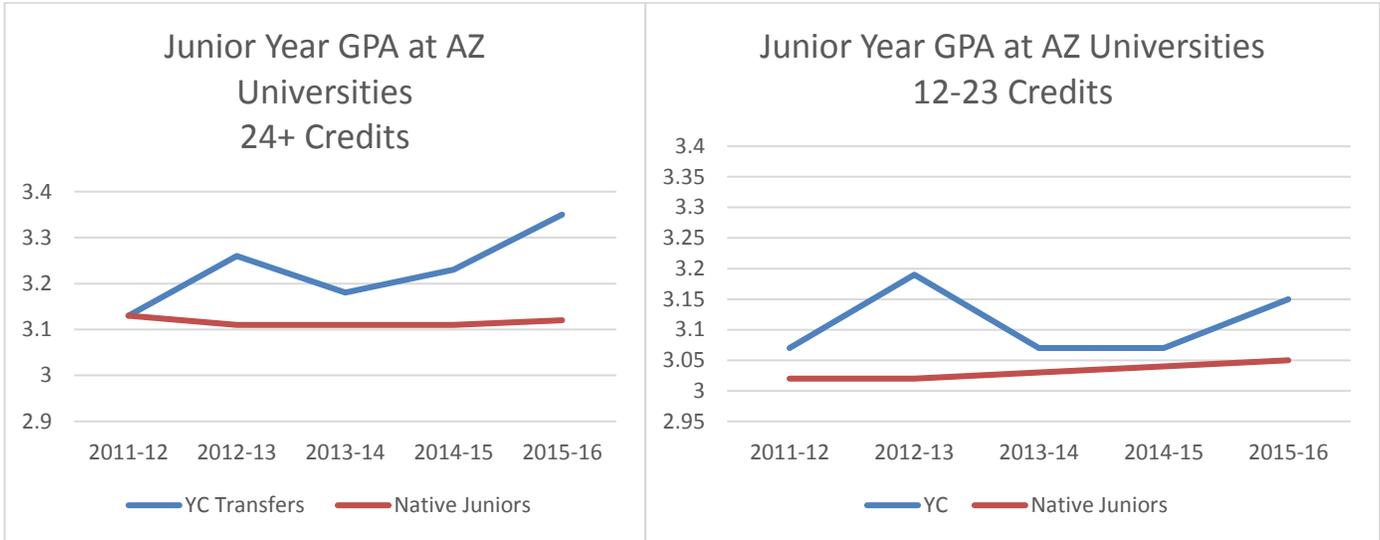
<sup>3</sup>American Registry of Radiologic Licensure Examination (ARRT)

<sup>4</sup>Strategic Vision Student Progress & Outcomes 2016 (page 8)

### Transfer Success

Transfers and Transfer degree success measures tie directly to Board End 1.1.2. The five-year compound annual growth rate at Yavapai College for Associate Degrees is 4.3%. YC Students transferring to public Arizona universities consistently perform above the national median for first-year grade point average of 2.98<sup>1</sup>. Comparing Yavapai College transfer students' first year GPA to the National Community College Benchmark cohort places YC transfer students in the 85<sup>th</sup> percentile. The transfer rate of Yavapai College students (2009-10 credential-seeking cohort) to universities reported in 2015 was 27%, which is higher than the national average of 25%<sup>2</sup>. Sixty-seven percent of all 2011-12 full time transfer students to in-state public universities were able to earn a bachelor's degree within four years<sup>2</sup>. YC students were slightly better than the state average when looking at all transfers to public, private, in and out of state institutions, 52% compared to 45% respectively<sup>2</sup>.

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Associate Degrees <sup>3</sup>	228	270	266	279	297	281
Arizona General Education Certificates <sup>3</sup>	243	278	276	298	271	271
Average first-year grade point average (GPA) at transfer institutions <sup>4</sup>	3.14	3.15	3.12	3.10	3.29	3.10



**YC 2016 Student Progress and Outcom**

Sources:

<sup>1</sup>National Community College Benchmark Project, 2016 Final Report

<sup>2</sup>AZ Community Colleges 2015 Outcomes Report (pages 7, 8)

<sup>3</sup>Office of Institutional Effectiveness and Research

<sup>4</sup>Arizona State System for Information on Student Transfer (ASSIST)

**Non-Credit Students**

Since 2012, Community Education and Osher Lifelong Learning Institute (OLLI) enrollments have grown almost 9% annual through 2016. Verde Valley non-credit enrollments have increased from 810 in 2012 to 1,489 in 2016. Similarly, Prescott community education and OLLI enrollments have expanded from 2,466 to 3,096.

**Division of Lifelong Learning Statistics and Verde Community Education, 2011 – 2016, Unduplicated Head Counts**

<b>Prescott Area</b>					
Community Education & College for Kids	Unduplicated Students Served 2011-2012	Unduplicated Students Served 2012-2013	Unduplicated Students Served 2013-2014	Unduplicated Students Served 2014-2015	Unduplicated Students Served 2015-2016
Community Education (Prescott)	1,093	1,353	1,560	1,575	1,500
College For Kids (Prescott)	265	183	243	248	289
EDventures	222	278	189	317	336
Osher Lifelong Learning Institute (OLLI)					
Prescott OLLI	886	850	1,151	1,203	971
<b>Totals</b>	<b>2,466</b>	<b>2,664</b>	<b>3,143</b>	<b>3,343</b>	<b>3,096</b>
<b>Verde Valley</b>					
Community Education & College for Kids	Unduplicated Students Served 2011-2012	Unduplicated Students Served 2012-2013	Unduplicated Students Served 2013-2014	Unduplicated Students Served 2014-2015	Unduplicated Students Served 2015-2016
Community Education (Verde)	190	81	81	281	459
College For Kids (Verde)	0	55	0	104	240
Osher Lifelong Learning Institute (OLLI)					
Verde Valley/Sedona OLLI	620	680	870	1,005	1,030
<b>Totals</b>	<b>810</b>	<b>816</b>	<b>951</b>	<b>1,390</b>	<b>1,729</b>
<b>District Totals</b>					
Community Education & College for Kids	Unduplicated Students Served 2011-2012	Unduplicated Students Served 2012-2013	Unduplicated Students Served 2013-2014	Unduplicated Students Served 2014-2015	Unduplicated Students Served 2015-2016
<b>District Totals</b>	<b>3,276</b>	<b>3,480</b>	<b>4,094</b>	<b>4,733</b>	<b>4,825</b>

**Student Satisfaction and Engagement**

In an effort to provide an environment which fosters learning, excellent student support, and student engagement, the College surveys students to measure satisfaction and engagement. In recent years, two different forms of measurement have been used to survey students' satisfaction and engagement. The Community College Survey of Student Engagement (CCSSE) was administered in 2012 and 2016 and focused on student engagement. The findings from these surveys support Board End 1.1.

The second survey, administered in 2011 and 2014 was the Noel-Levitz Student Satisfaction survey. This survey was administered to Yavapai College students and focused on student satisfaction with curriculum and services. The next Noel-Levitz survey will be administered in spring 2018.

**Student Complaints**

The College reviews academic and non-academic complaints separately. Non-academic complaints are generally addressed centrally while academic complaints are generally resolved in the academic divisions. A central system for taking academic complaints has only occasionally been used. In the last two years, there have been 11 academic complaints that have all been resolved. Non-academic complaints vary widely in the number from year to year. Since 2012 there have been 26 non-academic complaints that have all been resolved. The data on student complaints has not been consistently collected in the past and a process will be developed to gather all information in the future.

## **Community College Survey of Student Engagement (CCSSE) (2016 Results)**

The CCSSE survey focused primarily on student engagement. Research shows that the more actively engaged students are with college faculty and staff, with students, and the course subject matter; the more likely they are to persist in their college studies.

- Full-time students reported significantly higher engagement in all CCSSE areas.
- Students felt they had friendly and supportive relationships with instructors and other students.
- Aspects of highest student engagement included:
  - Active and collaborative learning
    - Asked questions in class or contributed to class discussions
    - Discussed ideas from your readings or classes with others outside of class
  - Student-Faculty interaction
    - Received prompt feedback from instructors on your performance
  - Student Effort
    - Number of books read on your own (not assigned) for academic enrichment
    - Preparing for class (studying, reading, writing, activities related to program)
- Academic and service areas of most importance to students include:
  - Academic advising
  - Financial aid advising
  - Computer lab
  - Career counseling

This data is not described with trends as it is not collected regularly and is not usable in a quantitative manner. The data needs to be reviewed to develop qualitative information to identify general areas of student engagement. There is some data in the attached report that compares our student responses to national responses.



2016 CCSSE Key  
Findings REPORT Su

## **Noel-Levitz Student Satisfaction Survey (2014 Results)**

- When asked about overall satisfaction with their experience at Yavapai College, 83% of students reported satisfaction, which was statistically higher than the national average response of 77%.
- 83% of students reported yes when asked “All in all, if you had to do it over, would you enroll at Yavapai College again?” This finding was statistically higher than the national average of 79%.

As in the CCSSE data above this data is not described with trends as it is not collected regularly and is not usable in a quantitative manner. The data needs to be reviewed to develop qualitative information to identify general areas of student engagement.



Noel-Levitz SSI  
2014.pdf



Noel-Levitz  
Satisfaction Character

Source:  
2014 Noel-Levitz Student Satisfaction survey

## **President's Conclusion:**

I report compliance.

Presidential Monitoring Worksheet for Executive Limitations Policies  
Policy 2.1.2 – Treatment of Students

Compilation – February 2017  
REVISED March 2017

Executive Limitation 2.1.2	Treatment of Students The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices that ensure a college-wide focus on student success.	
Is the interpretation reasonable?	YES 4	NO
Does the data show accomplishment of the interpretation?	YES 4	NO
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 2	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES	NO 3
<p>Comments:</p> <p>Sigafoos: Students are what we are all about. The report shows that we are focused on their success as an institution.</p> <p>McCasland: I would like to see a correlation with the strategic plan goals, especially related to increasing enrollment by 5% by 2020.</p> <p>McCarver: Very thorough, and I appreciated the additional information on student success and complaints.</p>		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Ray Sigafoos

**Start Time :** 2:22 PM

**Item No :** 19

**Proposed By :** User Seven

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
2.3.4	The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.	344944

**Description :** Receipt of the President's Monitoring Report - Executive Limitation 2.3.4 - Real Property - MONITORING, DISCUSSION, AND/OR DECISION

**Details :**

#### 2.3.4 Real Property

The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.

2.3.4.1 Lease Limits and Delegation of Lease Authority for Real Property Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the College without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.

The President shall not enter into any lease agreement for more than one year in duration or that exceeds \$200,000 per year without Board authorization.

#### 2.3.4.2 Improvements to Leased Property

The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any lease improvements over \$10,000 requires the Board's approval.

#### MOTION OPTIONS:

##### 1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding Policy 2.3.4, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.3.4.

##### 2. If Board intends to not accept Monitoring Report:

###### - If for Unreasonable Interpretation:

We have read the President's monitoring report regarding Policy 2.3.4 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.3.4. I move that the President provide the Board with a new Monitoring Report for Policy 2.3.4 [at the X board meeting] [within X amount months] that includes a new interpretation.

###### - If for Insufficient Evidence:

We have read the President's monitoring report regarding Policy 2.3.4 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.3.4. I move that the President provide the Board with a new Monitoring Report for Policy 2.3.4 [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

**Attachments :**

<b>Title</b>	<b>Created</b>	<b>Filename</b>
Policy 2.3.4 Report.pdf	Mar 03, 2017	Policy 2.3.4 Report.pdf
Policy 2.3.4.1 Report.pdf	Mar 03, 2017	Policy 2.3.4.1 Report.pdf
Policy 2.3.4.2 Report.pdf	Mar 03, 2017	Policy 2.3.4.2 Report.pdf
2.3.4 Compilation.pdf	Mar 03, 2017	2.3.4 Compilation.pdf

**President's** Monitoring Report  
 Executive Limitations 2.3.4 – Real Property  
 March 2017

Executive Limitations 2.3.4 – Real Property

The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.

**President's Interpretation:**

Real property is defined as land, facilities, and critical equipment that could have material impact on the effective operations of the College (e.g., computer systems, heating and cooling systems, utilities.) As such, all purchases, encumbrances, dispositions, and replacements must be part of the annual budget process. Likewise, as good stewards of public funds, the College will maintain proper care of such real property for the projected life of such materials.

Supporting Evidence:

Source: Banner Finance



With Board-approved financing and Board-approved budgets, Executive Limitation 2.3.4 **supports the Strategic Initiative "Fiscal Stewardship"** by the College actively making capital improvements, purchasing equipment, and performing unplanned and planned maintenance to its facilities. Specifically, as seen on the FCI graph on page 2, the **College's Facility Condition Index** is currently at 93%.

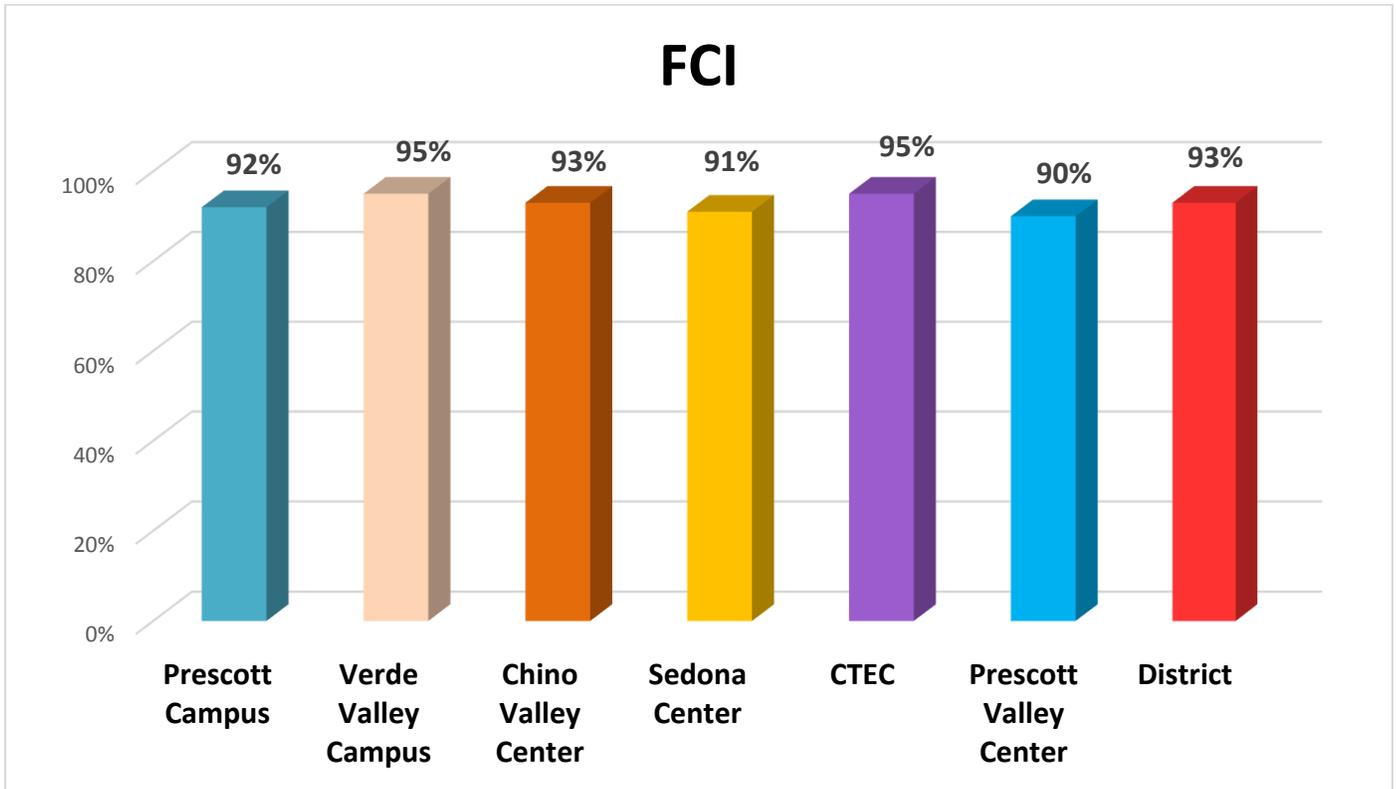
Category	Approved Budget	
Unplanned Maintenance	\$ 400,000	<a href="#">FY2016-17 Adopted Budget - Unplanned Maintenance</a>
Preventative Maintenance	3,028,000	<a href="#">FY2016-17 Adopted Budget - Preventative Maintenance</a>
Capital Improvement Projects	5,549,300	<a href="#">FY2016-17 Adopted Budget - CIP</a>
Equipment	2,072,400	<a href="#">FY2016-17 Adopted Budget - Equipment</a>
Total	<u>\$11,049,700</u>	

Highlights

- Key maintenance projects for the current year include parking lot repair/repaving and roofing repairs at the Verde campus, CTEC, and the Prescott campus.
- **YC adheres to the philosophy that preventative maintenance will extend the useful life of the assets and lower the Total Costs of Ownership. Preventative Maintenance investments are keeping District facilities 93% "like new". (see below).**
- **Capital Improvement Projects are primarily guided by the Campus Master Plan, and are designed to ensure effective teaching and learning spaces. YC re-invests in equipment**

to ensure employees have the tools needed to remain productive and students gain marketable skills relevant to the modern workforce.

## Planned and Unplanned Maintenance



### **President's Conclusion:**

I report compliance.

**President's** Monitoring Report  
Executive Limitations 2.3.4.1  
Lease Limits and Delegation of Lease Authority for Real Property  
March 2017

Executive Limitations 2.3.4.1 - Lease Limits and Delegation of Lease Authority for Real Property

Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the College without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.

The President shall not enter into any lease agreement more than one year in duration or that exceeds \$200,000 per year without Board authorization.

**President's Interpretation:**

The President has received authority from the Board to enter into leases for Real Property (See 2.3.4). It is expected that the President keep the Board informed of such leases and ensure the legal and proper execution of said leases. This granted authority is limited in terms of duration (one year or less) and fiscal amounts (\$200,000 or less). All leases of a longer period and/or exceeding \$200,000 must have Board approval.

Supporting Evidence:

Source: District Records  
Schedule of Leases - attached



The College has nine leases for real property, about half of which the College is the lessor. All of the leases are below the \$200,000 annual threshold and most of the leases allow for renewals. All multi-year leases including renewals have been approved by the Board. Below is listing of all the leases and includes lessor/lessee, a description, start and end dates, renewal information, and annual cost.

[Lease Schedule](#)

Executive Limitation 2.3.4.1 supports the **Strategic Initiative "Student Success"** by entering into lease agreements that directly or indirectly support instruction and student success, such as the leasing of Mayer High School, the leasing of land to NACOG for Head Start child care services, and the leasing of land from the Town of Chino Valley as part of the College's Chino Valley campus.

**President's Conclusion:**

I report compliance.

**Yavapai County Community College District  
Leases of Real Property in Effect as of February 28, 2017**

<b>Lessor</b>	<b>Lessee</b>	<b>Description</b>	<b>Start Date</b>	<b>End Date</b>	<b>Renewals Allowed?</b>	<b>Annual Cost</b>
Yavapai College	Northern Arizona Council of Governments (NACOG)	Lease of land @ Verde campus for Headstart facility (trailer)	7/24/1996	6/30/2021	Renewed through 6/30/21 Renewable for five year terms	\$1
Yavapai College	Yavapai County Community Health Services	CTEC – disaster related supplies	11/16/16	11/15/17	Annual renewals	\$3,600
Yavapai College	Northern Arizona Council of Governments (NACOG)	Lease of land at PV campus for Headstart facility (trailer)	3/1/2012	2/28/2017	Renewable for five year terms	\$1
Yavapai College	NAU	PV Library (NAU/YC)	7/1/2016	6/30/2017	Annual renewals	\$142,247
Yavapai College	NAU	Prescott Building 1 (an office and a classroom)	7/1/2016	6/30/2017	Annual renewals	\$10,140
Yavapai College Foundation	Yavapai College	Facilities	7/1/2005	6/30/2020	Renewed through 6/30/2020, amount subject to COLA increases.	\$124,392
Town of Prescott Valley	Yavapai College	PV Library – Academic Library Suite – provide services to NAU/YC staff/students	4/10/2007	4/9/2017	Automatically renews for 5 year periods	\$11,088
Mayer Unified School District	Yavapai College	Tech Bldg at Mayer HS	6/1/2012	5/30/2017	Yes, one additional five year term	\$1
Town of Chino Valley	Yavapai College	50 Acres of property adjacent to YC's 30-acre campus	5/09/2008	4/18/2025	Renewable for two (2) additional ten (10) year terms and one (1) additional five year term OR four (4) additional ten (10) year terms.	\$1

**President's** Monitoring Report  
 Executive Limitations 2.3.4.2 - Improvements to Leased Property  
 March 2017

Executive Limitations 2.3.4.2 – Improvements to Leased Property

The President shall not make improvements to any real property, structure, or land leased by the District, without notifying the Board; any lease improvements over \$10,000 require the Board's approval.

**President's Interpretation:**

The President is expected to keep the Board informed of any improvements to any leased real property, facilities, or land. Improvements to such leased property, when exceeding \$10,000 must be approved by the Board. This fiscal limit relates to major improvements, but not repairs of existing leased property.

Supporting Evidence:

Source: District Records



The College leases property from several public entities as seen on the below chart. For the period March 1, 2016, through February 28, 2017, no real property improvements greater than \$10,000 have been made.

<b>Lessor</b>	<b>Lessee</b>	<b>Description</b>	<b>Improvements Over \$10,000</b>
Yavapai College Foundation	Yavapai College	Facilities	No
Town of Prescott Valley	Yavapai College	PV Library – Academic Library Suite (2 <sup>nd</sup> Floor) – provide services to NAU/YC staff/students	No
Mayer Unified School District	Yavapai College	Tech Bldg at Mayer HS	No
Town of Chino Valley	Yavapai College	50 Acres of property adjacent to YC's 30-acre campus	No

**President's Conclusion:**

I report compliance.

Presidential Monitoring Worksheet for Executive Limitations Policies

Policy 2.3.4 – Real Property

Compilation - March 2017

Executive Limitation 2.3.4	Real Property The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.	
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 5	NO
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 4	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES	NO 4
Comments:		

Executive Limitation 2.3.4.1	Lease Limits and Delegation of Lease Authority for Real Property Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the College without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.  The President shall not enter into any lease agreement for more than one year in duration or that exceeds \$200,000 per year without Board authorization.	
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 5	NO
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 4	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES	NO 4
Comments:		

Executive Limitation 2.3.4.2	Improvements to Leased Property The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any <b>lease improvements over \$10,000 requires the Board's approval.</b>	
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 5	NO
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 4	NO
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES	NO 4
Comments:		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Ray Sigafos

**Start Time :** 2:27 PM

**Item No :** 20

**Proposed By :** Ray Sigafos

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Monitoring Item

Policy No.	Description	Ref No
3.1	<p>The Board shall govern Yavapai College proactively rather than reactively. The Board shall stay adequately informed by incorporating within the Board meeting reports from the President on strategic issues and engaging the Board in strategic thinking on relevant issues and approach its task with a style which emphasizes:</p> <ul style="list-style-type: none"><li>- Outward vision rather than an internal preoccupation;</li><li>- Diversity in viewpoints;</li><li>- Strategic leadership derived from future rather than past or present thinking;</li><li>- Clear distinction of Board and staff roles;</li><li>- Collective rather than individual decisions; and</li><li>- Emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects.</li></ul> <p>More specifically, the Board:</p>	560664
3.5	<p>The Chair's role is to ensure the integrity of the Board's process and to represent the Board to outside parties.</p>	396950

**Description :** Receipt of Board Self-Evaluation - Governance Process Policy 3.5 - Board Chair and Other Officer Roles - MONITORING, DISCUSSION, AND/OR DECISION

**Details :** Policy 3.5 - The Chair's role is to ensure the integrity of the Board's process and to represent the Board to outside parties.

#### 3.5.1 Job Output

The job output of the Chair shall be to see that the Board behaves consistent with its own policies and those legitimately imposed upon it from outside the organization.

##### 3.5.1.1 Meeting Discussion Content

Meeting discussion content shall be those issues which, according to Board Policy 3.4.3.2, clearly belong to the Board to decide, not the President.

##### 3.5.1.2 Deliberation

Deliberation shall be timely, fair, orderly, and thorough, but also efficient, limited to time, and kept to the point.

##### 3.5.1.3 Behavior

The Chair shall ensure that any violations of the Board's policies concerning individual and group behavior are addressed promptly and in an appropriate manner.

#### 3.5.2 Chair Decision Authority

The Chair has the authority to make all decisions that fall within any reasonable interpretation of the Board's Governance Process and on the Board-President Linkage policies. The Chair does not have the authority to make decisions that fall within the Board's Ends or Executive Limitations policies. Therefore, the Chair has no authority to supervise or direct the President.

#### 3.5.2.1 Chairing Meetings

The Chair is empowered to chair Board meetings with all of the commonly accepted power of that position (e.g., ruling, recognizing) using the Roberts Rules of Order as a guide for running meetings.

#### 3.5.2.2 Outside Parties

The Chair shall represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to her or him.

#### 3.5.2.3 Delegation of Authority

The Chair may delegate his or her authority at any time, but remains accountable for its use. The Yavapai College District Governing Board members hereby delegate to the Chair or his or her designee the authority to sign on behalf of the Board and/or Yavapai College such documents as have been approved by the Board at a legal meeting.

#### 3.5.3 Board Chair's Role in Monitoring

The Chair shall ensure the conduct of Board self-evaluation in accordance with Policy 3.1.4.

#### 3.5.4 Secretary

Unless the Chair has delegated his or her authority otherwise pursuant to Policy 3.5.2.3, the Secretary fulfills the duties of the Chair in the absence of the Chair, including chairing Board meetings and signing documents on behalf of the Board and/or Yavapai College. The Secretary assures the accuracy of Board documents. The Board has its own documents so the accuracy of Board records are critical for historical purposes. The Secretary attests to the Board's adoption of policy.

#### 3.5.5 Board Liaisons

All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committees. Board liaisons should provide advice and input to their assigned committees, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committees. The positions are:

- 1) Foundation Liaison
- 2) AADGB Representative
- 3) Board Spokesperson

##### 3.5.5.1 Board Spokesperson

The Spokesperson is the formal conduit for the Board and is responsible for communicating as the Board representative with the public and the media - newspaper, radio, television, etc. The Spokesperson shall speak with one voice on behalf of the Board, instead of communicating his or her personal views on matters. If appropriate in the Chair's judgment, the Chair may designate at any time

another Board member to serve as an adjunct Spokesperson on a specific matter or matters or for a specific period of time.

**Attachments :**

<b>Title</b>	<b>Created</b>	<b>Filename</b>
3.5 Compilation NEW.pdf	Mar 03, 2017	3.5 Compilation NEW.pdf

District Governing Board Policy Review  
Evaluation of Board Governance Process Policies

Compilation - March 2017

Board Chair and Other Officer Roles 3.5	The Chair's role is to ensure the integrity of the Board's process and to represent the Board to outside parties.	
<p>Interpretation – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.</p> <p>Data – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.</p>		
Is the interpretation reasonable?	YES 5	NO
Does the data show accomplishment of the interpretation?	YES 5	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
<p>Comments: Sigafos: <a href="#">The interpretation language is a work in progress.</a></p>		
Job Output 3.5.1	The job output of the Chair shall be to see that the Board behaves consistent with its own policies and those legitimately imposed upon it from outside the organization.	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 2	NO
Is this policy still relevant or useful to the Board?	YES 3	NO
Comments:		
Meeting Discussion Content 3.5.1.1	Meeting discussion content shall be those issues which, according to Board Policy 3.4.3.2, clearly belong to the Board to decide, not the President.	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 2	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 2	NO

Is this policy still relevant or useful to the Board?		YES 3	NO
Comments:			
Deliberation 3.5.1.2	Deliberation shall be timely, fair, orderly, and thorough, but also efficient, limited to time, and kept to the point.		
Interpretation and Data – See 3.5 above.			
Is the interpretation reasonable?		YES 3	NO
Does the data show accomplishment of the interpretation?		YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES 3	NO
Is this policy still relevant or useful to the Board?		YES 3	NO
Comments:			
Behavior 3.5.1.3	The Chair shall ensure that any violations of the Board's policies concerning individual and group behavior are addressed promptly and in an appropriate manner.		
Interpretation and Data – See 3.5 above.			
Is the interpretation reasonable?		YES 3	NO
Does the data show accomplishment of the interpretation?		YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES 2	NO
Is this policy still relevant or useful to the Board?		YES 3	NO
Comments:			
Chair Decision Authority 3.5.2	The Chair has the authority to make all decisions that fall within any reasonable interpretation of the Board's Governance Process and on the Board-President Linkage policies. The Chair does not have the authority to make decisions that fall within the Board's Ends or Executive Limitations policies. Therefore, the Chair has no authority to supervise or direct the President.		
Interpretation and Data – See 3.5 above.			
Is the interpretation reasonable?		YES 3	NO
Does the data show accomplishment of the interpretation?		YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES 2	NO
Is this policy still relevant or useful to the Board?		YES 3	NO

Comments:		
Chairing Meetings 3.5.2.1	The Chair is empowered to chair Board meetings with all of the commonly accepted power of that position (e.g., ruling, recognizing) using the Roberts Rules of Order as a guide for running meetings.	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 2	NO
Is this policy still relevant or useful to the Board?	YES 3	NO
Comments:		
Outside Parties 3.5.2.2	The Chair shall represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to her or him.	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 3	NO
Is this policy still relevant or useful to the Board?	YES 3	NO
Comments:		
Delegation of Authority 3.5.2.3	The Chair may delegate his or her authority at any time, but remains accountable for its use. The Yavapai College District Governing Board members hereby delegate to the Chair or his or her designee the authority to sign on behalf of the Board and/or Yavapai College such documents as have been approved by the Board at a legal meeting.	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 3	NO
Is this policy still relevant or useful to the Board?	YES 3	NO
Comments:		

<b>Board Chair's</b> Role in Monitoring 3.5.3	The Chair shall ensure the conduct of Board self-evaluation in accordance with Policy 3.1.4.	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 3	NO
Is this policy still relevant or useful to the Board?	YES 3	NO
Comments: <a href="#">Sigafos: The evaluation of meeting is undergoing a revision based on comments at the recent board retreat.</a>		
Secretary 3.5.4	Unless the Chair has delegated his or her authority otherwise pursuant to Policy 3.5.2.3, the Secretary fulfills the duties of the Chair in the absence of the Chair, including chairing Board meetings and signing documents on behalf of the Board and/or Yavapai College. The Secretary assures the accuracy of Board documents. The Board has its own documents so the accuracy of Board records is critical for historical purposes. The Secretary attests to the Board's adoption of policy.	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES 3	NO
Is this policy still relevant or useful to the Board?	YES 3	NO
Comments:		
Board Liaisons 3.5.5	All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committees. Board liaisons should provide advice and input to their assigned committees, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committees. The positions are: 1) Foundation Liaison 2) AADGB Representative 3) Board Spokesperson	
Interpretation and Data – See 3.5 above.		
Is the interpretation reasonable?	YES 3	NO

Does the data show accomplishment of the interpretation?		YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES 3	NO
Is this policy still relevant or useful to the Board?		YES 3	NO
Comments:			
Board Spokesperson 3.5.5.1	The Spokesperson is the formal conduit for the Board and is responsible for communicating as the Board representative with the public and the media - newspaper, radio, television, etc. The Spokesperson shall speak with one voice on behalf of the Board, instead of communicating his or her personal views on matters. If appropriate in the Chair's judgment, the Chair may designate at any time another Board member to serve as an adjunct Spokesperson on a specific matter or matters or for a specific period of time.		
Interpretation and Data – See 3.5 above.			
Is the interpretation reasonable?		YES 3	NO
Does the data show accomplishment of the interpretation?		YES 3	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?		YES 3	NO
Is this policy still relevant or useful to the Board?		YES 3	NO
Comments:			

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Ray Sigafoos

**Start Time :** 2:32 PM

**Item No :** 21

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Monitoring Item

Policy No.	Description	Ref No
4.4	Systematic and rigorous monitoring of the President's job performance shall be solely against the only expected President job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.  Accordingly:	429156

**Description :** Receipt of Board Self-Evaluation - Board/President Linkage Policy 4.4 - Monitoring President Performance - MONITORING, DISCUSSION, AND/OR DECISION

**Details :** Policy 4.4 - Systematic and rigorous monitoring of the President's job performance shall be solely against the only expected President job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

#### 4.4.1 Monitoring Reports

The President shall submit monitoring reports required by the Board in a timely, accurate, and understandable fashion, using acceptable benchmarks and data, which directly address the provisions of the Board policies being monitored.

#### 4.4.2 Methods

The Board shall acquire monitoring data by one or more of three methods: (a) by internal report, in which the President discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

#### 4.4.3 Standard for Compliance

In every case, the standard for compliance shall be any reasonable President interpretation of the Board policy being monitored.

#### 4.4.4 Schedule

All policies which instruct the President shall be monitored at a frequency and by a method chosen by the Board. The Board shall monitor any policy at any time by any method, but shall ordinarily depend on a routine schedule, following the monitoring schedule in the Board's Annual Agenda Calendar.

**Attachments :**

<b>Title</b>	<b>Created</b>	<b>Filename</b>
4.4 Compilation NEW.pdf	Mar 03, 2017	4.4 Compilation NEW.pdf

District Governing Board Policy Review  
 Evaluation of Board-President Linkage Policies  
 Compilation - March 2017

Board-President Linkage 4.4	Monitoring President Performance Systematic and rigorous monitoring of the President's job performance shall be solely against the only expected President job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations. <i>Accordingly:</i>	
Interpretation – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.  Data – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.		
Is the interpretation reasonable?	YES 4	NO 1
Does the data show accomplishment of the interpretation?	YES 4	NO 1
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?	YES 4	NO
Is this policy still relevant or useful to the Board?	YES 4	NO
Comments: Sigafos: <a href="#">The interpretation language is a work in progress.</a>  <b>Irwin: The President’s monitoring reports are an evaluation of the President’s performance and should be completed in executive session as it is a personnel matter.</b>  McCarver: <a href="#">This is done through monitoring of Executive limitations throughout the year, and the annual monitoring of Ends policies.</a>		
Board-President Linkage 4.4.1	Monitoring Reports The President shall submit monitoring reports required by the Board in a timely, accurate, and understandable fashion, using acceptable benchmarks and data, which directly address the provisions of the Board policies being monitored.	
Interpretation and Data – See 4.4 above		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?	YES 2	NO
Is this policy still relevant or useful to the Board?	YES 3	NO

Comments:

Board-President Linkage 4.4.2	<p><b>Methods</b></p> <p>The Board shall acquire monitoring data by one or more of three methods: (a) by internal report, in which the President discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.</p>
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**Interpretation and Data – See 4.4 above**

Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?	YES 2	NO
Is this policy still relevant or useful to the Board?	YES 3	NO

Comments:

Board-President Linkage 4.4.3	<p><b>Standard for Compliance</b></p> <p>In every case, the standard for compliance shall be any reasonable President interpretation of the Board policy being monitored.</p>
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**Interpretation and Data – See 4.4 above**

Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?	YES 2	NO
Is this policy still relevant or useful to the Board?	YES 3	NO

Comments:

Board-President Linkage 4.4.4	<p><b>Schedule</b></p> <p>All policies which instruct the President shall be monitored at a frequency and by a method chosen by the Board. The Board shall monitor any policy at any time by any method, but shall ordinarily depend on a</p>
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	routine schedule, following the monitoring schedule in <b>the Board's</b> Annual Agenda Calendar.	
Interpretation and Data – See 4.4 above		
Is the interpretation reasonable?	YES 3	NO
Does the data show accomplishment of the interpretation?	YES 3	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?	YES 2	NO
Is this policy still relevant or useful to the Board?	YES 3	NO
Comments:		

SHADED ITEMS should be raised for discussion at the meeting.

**Presenter :** Ray Sigafoos

**Start Time :** 2:37 PM

**Item No :** 22

**Proposed By :** Ray Sigafoos

**Time Req :** 3

**Proposed :** 3/2/2017

**Item Type :** Monitoring Item

Policy No.	Description	Ref No
3.1.4	Shall monitor and regularly discuss the Board's own process and performance through:  a) Regular monitoring by the full Board of its Governance Process and Board-President Linkage policies. b) Review of the Board's overall performance as a governing body.  Shall delegate to the Chair the responsibility to develop and conduct this evaluation process in accordance with Policy 3.5.3.	560668

**Description :** Board Meeting Evaluation - INFORMATION AND/OR DISCUSSION

**Details :** During the February 13, 2017 Retreat, the Board discussed a new method for monthly self-evaluation of Board meetings to continue to assess meeting conduct; commitment to governance style and processes; and the Board's performance according to the Board's Governance Process policies 3.1.4 Self-Evaluation and 3.5.3 Board Chair's Role in Monitoring.

Previously, the quarterly self-evaluation was completed by one Board member on an alternating schedule. The proposed evaluation form would be completed by all Board members after each meeting to assess the Board conduct and processes in accordance with the Board's Governance Process policies. These monthly evaluations would be compiled by staff and reviewed by the Board on a quarterly schedule.

**Attachments :**

Title	Created	Filename
Monthly Qtrly Eval Worksheet.pdf	Mar 02, 2017	Monthly Qtrly Eval Worksheet.pdf

# Yavapai College District Governing Board Meeting Self-Evaluation (Monthly)

Completed for Month of: \_\_\_\_\_

Completed by: \_\_\_\_\_

1- Poor 2- Adequate 3 - Good 4- Outstanding	Brief comment of specific examples to support your response
The Board operates as a unit and honors Board decisions. <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 Poor      Adequate      Good      Outstanding	
The Board understands that its constituency is the entire community. <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 Poor      Adequate      Good      Outstanding	
The Board operates ethically and without conflicts of interest. <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 Poor      Adequate      Good      Outstanding	
Board decisions are based on the best interest of students. <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 Poor      Adequate      Good      Outstanding	

**During this evaluation, did we fall into any of the following behaviors that need to be improved?**

- |                          |                          |  |
|--------------------------|--------------------------|--|
| Yes                      | No                       | BEHAVIORS NEEDING IMPROVEMENT  |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Board focused on administrative/internal operations  |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Board involved in making decisions in areas already delegated to CEO                           |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Decisions without whole ownership input, or led by a few vocal owners                          |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Decisions without whole Board input, or led by a few vocal members                             |
| <input type="checkbox"/> | <input type="checkbox"/> | 5 Board automatically approving decisions of individuals or committees without due consideration |
| <input type="checkbox"/> | <input type="checkbox"/> | 6 Board focused on present and/or past   |
| <input type="checkbox"/> | <input type="checkbox"/> | 7 Board making reactive decisions rather than pro-active decisions                               |

If answered "Yes" for any number above, give a brief example.

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What is the most important thing the board could do to improve our function as a board?

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**Presenter :** Ray Sigafoos

**Start Time :** 2:40 PM

**Item No :** 23

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Monitoring & Decision

Policy No.	Description	Ref No
3.4.4	President Monitoring Reports are produced in accordance with the Board's Annual Agenda Calendar. Board members shall be given the opportunity for individual review of the reports in advance of the relevant Board meeting before formal review at the next available meeting when there shall be the opportunity to collectively discuss what is being evaluated and share comments.	561404

**Description :** Overview of the President's Evaluation Process - DISCUSSION AND/OR DECISION

**Details :** The Board will review the process and resources to be used to effectively analyze the President's job performance during FY 2016-2017. The following suggested resources will be presented at the May 9, 2017 District Governing Board Meeting for completion and evaluation at the June 13, 2017 Board Meeting.

- President's Summary of Performance
- Summary of President's Monitoring Reports (as submitted according to the 2016-2017 Board's Agenda Planning Calendar)
- Board's Evaluation and Comments for the President

**Attachments :**

Title	Created	Filename
President's Summary of Performance - Sample.pdf	Mar 01, 2017	President's Summary of Performance - Sample.pdf
Summary of President's Monitoring Reports.pdf	Mar 01, 2017	Summary of President's Monitoring Reports.pdf
Board's Evaluation and Comments for the President.pdf	Mar 01, 2017	Board's Evaluation and Comments for the President.pdf

May X, 20XX

TO: Members of the District Governing Board

FR: President Penelope H. Wills

RE: 20XX President's Summary of Performance

My year as President of Yavapai College has been

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One of the purposes of this letter is to summarize activities and accomplishments from this year that directly relate to specific and multiple Board Ends.

Education.

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Economic Development.

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Social and Cultural.

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Examples of Activities that meet various Ends Statements.

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## Summary of Presidents Monitoring Reports for July 2016 – May 2017

Below is a summary of the President's Ends and Executive Limitations Monitoring Reports for the 2016-2017 fiscal year that were scheduled and presented per the Board's Agenda Planning Calendar.

Ends	Date of Report/ President's Conclusions	Board Conclusions and Comments
<p><b>Policy 1.0 - Board Ends-</b>  <b>1. Ends</b> – 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. The following Ends are listed in priority order.</p>		
<p><b>1.1 Education Ends</b> – Students achieve their educational goals at an affordable price.  <b>1.1.1 Job Seeker Ends</b> – Job seekers have the qualifications, skills, and abilities to succeed.  <b>1.1.2 Student Ends</b> – Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.  <b>1.1.3 Lifelong Learners Ends</b> - Lifelong learners have access to a variety of learning opportunities.</p>		
<p><b>1.2 Economic Ends</b> – Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs.</p>		
<p><b>1.3 Community Ends</b> – Yavapai County residents have access to social and cultural opportunities.</p>		
Executive Limitation	Date of Report/ President's Conclusions	Board Conclusions and Comments
<p><b>Policy 2.0 – Executive Limitations –</b>  The President shall not cause or allow any practice, which is either illegal, unethical, imprudent or inconsistent with college policies.</p>		
<p><b>2.1 Service to the Public –</b>  The President shall not cause or allow to exist any condition, that is unsafe, compromises an individual's privacy or limits accessibility, nor fail to provide a grievance process.</p>		
<p><b>2.1.1 Treatment of Employees –</b>  The President shall not cause or allow personnel policies and procedures that are illegal, unethical or not in conformance with college policies or best practices.</p>		

**Summary of Presidents Monitoring Reports for July 2016 – May 2017**

Executive Limitation	Date of Report/ President's Conclusions	Board Conclusions and Comments
<p><b>2.1.2 Treatment of Students –</b> The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices or best practices that ensure a college-wide focus on student success.</p>		
<p><b>2.2 Compensation and Benefits –</b> The President will not allow employment, compensation, or benefit practices that are illegal, unethical, in violation of college policies or best practices, or incur unfunded liabilities or imply permanent or guaranteed employment.</p>		
<p><b>2.3 Financial Management –</b> The President shall not allow annual financial planning and budgeting that deviates materially from the Board's Ends' priorities, jeopardizes financial solvency, fails to be part of a multi-year strategic management plan, or violates applicable statutes.</p>		
<p><b>2.3.1 Budget Deviations –</b> The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget. Report Monthly.</p> <p><i>This monitoring report aligns with the Consent Agenda: Receipt of Report on Transfers &amp; Other Expenditures.</i></p>		
<p><b>2.3.2 Reserves –</b> The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Fund Reserves to drop below \$1million without specific Board authorization and a realistic recovery plan. Report Monthly.</p> <p><i>This monitoring report aligns with the Consent Agenda: Receipt of Report on Revenues and Expenditures.</i></p>		
<p><b>2.3.3 Certification Financial Records –</b> The President shall not fail to assure the accuracy of financial records and require certification by the Chief Financial Officer as a part of the audit process.</p>		
<p><b>2.3.4 Real Property –</b> The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.</p>		

**Summary of Presidents Monitoring Reports for July 2016 – May 2017**

<b>Executive Limitation</b>	<b>Date of Report/ President's Conclusions</b>	<b>Board Conclusions and Comments</b>
<p><b>2.3.4.1 Lease Limits and Delegation of Lease Authority for Real Property –</b> Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the college without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board. The President shall not enter into any lease agreement for more than one year in duration or that exceeds \$200,000 per year without Board authorization.</p>		
<p><b>2.3.4.2 Improvements to Leased Property –</b> The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any lease improvements over \$10,000 requires the Board's approval.</p>		
<p><b>2.4 Asset Protection -</b> The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.</p>		
<p><b>2.5 Communication and Support to the District Governing Board –</b> The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.</p>		
<p><b>2.5.1 Compliance –</b> The President shall not fail to advise the Board, if in the President's opinion, the Board is not in compliance with one or more of its own policies particularly in cases where Board behavior is detrimental to the working relationship between the Board and the President.</p>		
<p><b>2.6 Presidential Continuity and Absences -</b> The President shall not fail to appoint a College Vice President, or designee, to act in the President's place when the President is absent or unavailable, and to communicate this information to the Board prior to the absence.</p>		



**Part I – Ends Performance**

The District Governing Board has evaluated the President performance during the year through the Monitoring Reports of the Ends. This Annual Performance Evaluation will be a compilation of Ends Monitoring **reports with additional feedback. Please place an "x" in the scale where you are reporting performance and provide comments.**

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.

The following Ends are listed in priority order.

Performance Description	Performance Rating		
1.1 Education Ends	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
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 Student Ends Students seeking transfer will 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.			

Comments

Please prepare a summary that **evaluates the President's performance and ability to meet the Ends over the prior fiscal year.** Be sure to include any major accomplishments and/or contributions made.

Performance Description	Performance Rating		
1.2 Economic Ends	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs.			

Comments

Please prepare a summary that **evaluates the President's performance and ability to meet the Ends over the prior fiscal year.** Be sure to include any major accomplishments and/or contributions made.

Performance Description	Performance Rating		
1.3 Community Ends	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
Yavapai County residents have access to social and cultural opportunities.			

Comments

Please prepare a summary that evaluates the **President's** performance and ability to meet the Ends over the prior fiscal year. Be sure to include any major accomplishments and/or contributions made.

**Part II – Executive Limitation Performance**

The District Governing Board has evaluated the President performance during the year through the Monitoring Reports of the Executive Limitations. This Annual Performance Evaluation will be a compilation of Executive Limitations Monitoring Reports with additional feedback. Please **place an "x" in the scale where** you are reporting performance and provide comments.

Performance Description	Performance Rating		
2.0 Executive Limitations	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow any practice, which is either illegal, unethical, imprudent or inconsistent with college policies.			

Comments

Please prepare a summary that evaluates the **President's** performance and ability to meet the Executive Limitations over the prior fiscal year. Be sure to include any major accomplishments and/or contributions made.

Performance Description	Performance Rating		
2.1 Service to the Public	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow to exist any condition, that is unsafe, compromises an <b>individual's privacy or limits accessibility, nor fail to provide a grievance process.</b>			

Comments

Performance Description	Performance Rating		
2.1.1 Treatment of Employees –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow personnel policies and procedures that are illegal, unethical or not in conformance with college policies or best practices.			

Comments

Performance Description	Performance Rating		
2.1.2 Treatment of Students –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not cause or allow policies and procedures that are illegal, unethical, or not in conformance with college policies or best practices or best practices that ensure a college-wide focus on student success.			
<u>Comments</u>			
Performance Description	Performance Rating		
2.2 Compensation and Benefits –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President will not allow employment, compensation, or benefit practices that are illegal, unethical, in violation of college policies or best practices, or incur unfunded liabilities or imply permanent or guaranteed employment.			
<u>Comments</u>			
Performance Description	Performance Rating		
2.3 Financial Management –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not allow annual financial planning and budgeting that deviates materially from the Board’s Ends’ priorities, jeopardizes financial solvency, fails to be part of a multi-year strategic management plan, or violates applicable statutes.			
<u>Comments</u>			
Performance Description	Performance Rating		
2.3.1 Budget Deviations –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not fail to promptly inform the Board when there are materially significant deviations from the budget. Report Monthly. <i>This monitoring report aligns with the Consent Agenda: Receipt of Report on Transfers &amp; Other Expenditures.</i>			
<u>Comments</u>			

Performance Description	Performance Rating		
2.3.2 Reserves –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not allow the Current Fund Reserves to drop below ten percent (10%) of the operating budgets or Plant Fund Reserves to drop below \$1million without specific Board authorization and a realistic recovery plan. Report Monthly. <i>This monitoring report aligns with the Consent Agenda: Receipt of Report on Revenues and Expenditures.</i>			

Comments

Performance Description	Performance Rating		
2.3.3 Certification Financial Records –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not fail to assure the accuracy of financial records and require certification by the Chief Financial Officer as a part of the audit process.			

Comments

Performance Description	Performance Rating		
2.3.4 Real Property –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not acquire, encumber, or dispose of real property; neglect the replacement of critical equipment; nor unnecessarily defer maintenance and repairs on the facilities and infrastructure throughout the District without Board authorization.			

Comments

Performance Description	Performance Rating		
2.3.4.1 Lease Limits and Delegation of Lease Authority for Real Property	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
<p>Pursuant to A.R.S. §15-1444(B)(2), the Board hereby delegates to the College President the authority to enter into leases for real property either as lessor or lessee on behalf of the college without the need for the Board to approve such leases before they are effective. The College President may designate others serving under the President to assist with this duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.</p> <p>The President shall not enter into any lease agreement for more than one year in duration or that exceeds \$200,000 per year without Board authorization.</p>			

Comments

Performance Description	Performance Rating		
2.3.4.2 Improvements to Leased Property	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
<p>The President shall not make improvements to any real property, structure, or land leased by the District without notifying the Board; any lease improvements over \$10,000 requires the Board's approval.</p>			

Comments

Performance Description	Performance Rating		
2.4 Asset Protection -	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
<p>The President shall not allow College assets, including intellectual property and operating capital to be unprotected, inadequately maintained, or inadequately insured.</p>			

Comments

Performance Description	Performance Rating		
2.5 Communication and Support to the District Governing Board –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not permit the Board to be uninformed, misinformed, or unsupported in its work.			
<u>Comments</u>			
Performance Description	Performance Rating		
2.5.1 Compliance –	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not fail to advise the Board, if in the President’s opinion, the Board is not in compliance with one or more of its own policies particularly in cases where Board behavior is detrimental to the working relationship between the Board and the President.			
<u>Comments</u>			
Performance Description	Performance Rating		
2.6 Presidential Continuity and Absences -	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
The President shall not fail to appoint a College Vice President, or designee, to act in the President’s place when the President is absent or unavailable, and to communicate this information to the Board prior to the absence.			
<u>Comments</u>			

Part III – Review Details

The District Governing Board has evaluated the President performance during the year through the Monitoring Reports of the Ends and Executive Limitations. Please **prepare additional feedback regarding the President’s performance.**

2016-2017 Achievements

**Please list successes that were accomplished through the President’s leadership.**

2016-2017 Recommendations

Please list your suggested focus and priorities for the President for the upcoming year.

**Presenter :** Ray Sigafoos

**Start Time :** 2:45 PM

**Item No :** 24

**Proposed By :** Ray Sigafoos

**Time Req :** 10

**Proposed :** 9/22/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** SHORT RECESS - PROCEDURAL

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 2:55 PM

**Item No :** 25

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 9/22/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** POLICY ISSUES - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos  
**Proposed By :** Ray Sigafoos  
**Proposed :** 9/22/2016

**Start Time :** 2:55 PM  
**Time Req :** 15  
**Item Type :** Policy & Decision

**Item No :** 26

Policy No.	Description	Ref No
3.7.1	Costs shall be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. The Board shall develop its budget by April each year to ensure its inclusion in the overall district budget and shall include, but not be limited to allowances for support and training (including consulting and technical services, orientation, conferences, and workshops); audits and other third party monitoring of organizational performance; and ownership linkages (surveys, focus groups, etc.) and Board legal services.	561984

**Description :** Review of the District Governing Board Budget Proposal for FY 2017-2018 - INFORMATION, DISCUSSION, AND/OR DECISION

**Details :** Duane Ransom, Assistant Director of Budgeting, will present the District Governing Board budget history from FY 2012 through 2017 and a proposed budget for the next fiscal year 2017-2018.

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos  
**Proposed By :** Ray Sigafoos  
**Proposed :** 11/21/2016

**Start Time :** 3:10 PM  
**Time Req :** 15  
**Item Type :** Discussion

**Item No :** 27

Policy No.	Description	Ref No
2.3	The President shall not allow annual financial planning and budgeting that deviates materially from the Board's Ends' priorities, jeopardizes financial solvency, fails to be part of a multi-year strategic management plan, or violates applicable statutes.	560658

**Description :** Consideration of the Campus Master Plan - INFORMATION, DISCUSSION, AND/OR DECISION

**Details :** Dr. Clint Ewell, Vice President for Finance and Administrative Services, will provide an update of the Campus Master Plan (CMP) for consideration by the Board. The Board will be asked to vote to accept the CMP so the budget preparation process for the new fiscal year can move forward.

**Attachments :**

Title	Created	Filename
Campus Master Plan -- 0217 Update.pdf	Mar 02, 2017	Campus Master Plan -- 0217 Update.pdf

March, 2017

TO: Yavapai College District Governing Board

FR: Dr. Clint Ewell, VP Finance & Administrative Services

RE: Campus Master Plan Update

In 2013, Yavapai College embarked on a Campus Master Planning process. Working with an experienced architectural firm, YC sought input from employees, students and community members to allow our facilities to continue to support the 3 DGB goals of Academic Excellence, Economic Development, and Community Enrichment. All told, input was received from over 150 employees and over 200 community members.

Using this input in combination with a variety of academic, economic and demographic data, the consultant drafted a Campus Master Plan (CMP) which was shared with employees and the community in Open Forums and approved by the District Governing Board (DGB) at the end of 2013. The DGB approved the *concepts* expressed in the CMP, with the understanding that the list of specific projects was not set in stone, and would be updated and revised in response to evolving information and circumstances. Moreover, specific projects would be approved by the DGB during the annual budget process.

In particular, the DGB liked the concepts of

- Continuing to provide transfer coursework throughout the district both online, and through physical facilities
- Continuing to provide educational support services primarily through 2 campuses near the East and West County population centers
- Improving effectiveness and efficiency through fewer sites with more services
- Creating Centers of Excellence such as Career Technical Education; Allied Health; and Viticulture & Enology.
- Space for hands-on learning which cannot be easily replicated online

As you can see from the list of approved DGB projects below, much progress has been made over the past 3 years. One of the primary observations of the report was that the College had too many classrooms and labs overall, though not enough at CTEC or in Prescott Valley. The report went on to recommend that the College renovate existing space into different types of spaces (Assembly areas for larger groups, Offices, Student Activity, Recreational, etc.) to meet the evolving needs of the College which had emerged since the last CMP was developed in 1999.

Type	Project Name	Campus	Status
<b>Approved by DGB</b>			
R	CTEC: Classroom and Laboratory Renovation	CTEC	Complete
R	Marapai Residence Hall, Supai Demo, Site Improvements	Prescott	Complete
R	Building 1: 1st Floor for University Transfer Center	Prescott	Complete
R	Building 3: 1st Floor for Student Activity Center	Prescott	Complete
R	Building 31: OLLI	Prescott	Complete
R	Building 29: REDC	Prescott	Complete
R	Building O: Southwest Wine Center	Verde Valley	Complete
L	New Sedona Center Location (Lease)/ Cultural Park	Sedona	Complete- staying in Cultural Park
R	Sedona Center: Culinary	Sedona	Added- underway- finish 8/17
E	Sedona Center: Enclose kiva and new front entrance	Sedona	Added- underway- finish 8/17
R	Building 15: Art / Music Updates	Prescott	Underway- Finish 12/17
E	Building 15: Open Music Labs/Storage Expansion	Prescott	Underway Renovate Bldg 1- finish 8/17
O	General Open Space Improvements	Prescott	Underway
W	Wayfinding Improvements	Prescott	Underway
O	General Open Space Improvements	Verde Valley	Underway
W	Wayfinding Improvements	Verde Valley	Underway
NC	Expand Prescott Valley Center - Phase 1	Prescott Valley	Underway- Expand Panther Path

As you can see from the Table above, the College has followed the consultant’s recommendations, focusing its efforts primarily on renovations. Yet much has changed since the CMP was approved, and as promised, the CMP has been updated accordingly:

**Timing:** The CMP has been slowed from a 10 year to a 14 year timeframe

**Chino Valley:** The sale of this location has been postponed until Phase 3 (FY21 or later) to provide more time for enrollments to improve at this location.

**Prescott:** The CMP anticipated the need to renovate and expand Building 15 to support the visual and performing arts programs. However, in the course of implementing this approved project, the College decided to renovate part of building 1 for the Visual Arts program and allow the growing Performing Arts program to expand into all of Building 15. This allows the Performing Arts to be adjacent to the Performing Arts Center, while moving Visual Arts into classrooms which offer better natural light—all for less money than originally approved. These changes represent a reduction of over \$200k.

**Prescott Valley:** As the youngest and fastest growing community in Yavapai County, YC still believes additional space is needed in PV; however, we have reduced the scope of the expansion to 50,000 feet rather than 136,000 feet as originally envisioned. Prescott Valley is still envisioned as the primary hub of Allied Health programs (except Nursing). This represents a reduction of roughly \$33.1M.

**Sedona:** The College was able to acquire the land surrounding its center in Sedona which has allowed the College to stay in the Cultural Park. Moreover, the College has improved the site with parking and is now renovating the Center to become the hub of the College's new Hospitality & Culinary program. These changes represent an increase of roughly \$6.6M.

**Verde Valley:** Building L has now been scheduled for a major renovation to enhance its ability to offer Career Technical Education (CTE) programming. We plan to do this work in FY19, giving VACTE a year to conduct their planning and to provide input to YC. Verde Valley Campus will continue to offer Nursing, as well as other CTE programming such as Viticulture, Enology, and Film & Media Arts. This represents an increase of roughly \$3.8M.

New Recommended Changes:

**Prescott:** The CMP originally anticipated building a 300 seat lecture hall/ multi-purpose room on the Prescott Campus to alleviate the bottleneck (over-utilization) of the Prescott Community Room. However, as part of the Building 3 renovation project, the College was able to accommodate the creation of a 100+ seat classroom: 3-119. Over the past year and a half, we have found that this new space has addressed the Community Room bottleneck, and the College is recommending to the DGB that we eliminate the 300 seat lecture hall from the CMP, reducing the budget accordingly. This would reduce the CMP by \$4.2M.

With the changes made thus far, and the approval of the new recommended changes. the CMP budget would be reduced to approximately \$76M, down from the original \$104M estimate.

The College will continue to evaluate what facilities are needed to fulfill the DGB Ends and will update the CMP accordingly.

<b>Presenter :</b> Ray Sigafoos	<b>Start Time :</b> 3:25 PM	<b>Item No :</b> 28
<b>Proposed By :</b> Ray Sigafoos	<b>Time Req :</b> 30	
<b>Proposed :</b> 3/2/2017	<b>Item Type :</b> Discussion	

Policy No.	Description	Ref No
2.3	The President shall not allow annual financial planning and budgeting that deviates materially from the Board's Ends' priorities, jeopardizes financial solvency, fails to be part of a multi-year strategic management plan, or violates applicable statutes.	560658

**Description :** Review of the Preliminary Capital Budget for FY 2017-2018 - INFORMATION AND/OR DISCUSSION

**Details :** Dr. Clint Ewell, Vice President for Finance and Administrative Services, will present the Capital Budget Information for FY 2017-2018. These assumptions provide information about the budget preparation as well as set the general parameters for internal deliberation of the budget for FY 2017-2018

**Attachments :**

No Attachments

<b>Presenter :</b> Ray Sigafoos	<b>Start Time :</b> 3:55 PM	<b>Item No :</b> 29
<b>Proposed By :</b> Ray Sigafoos	<b>Time Req :</b> 0	
<b>Proposed :</b> 9/22/2016	<b>Item Type :</b> Heading	

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** OWNERSHIP LINKAGE - HEADING (CONTINUED)

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 3:55 PM

**Item No :** 30

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
3.1	<p>The Board shall govern Yavapai College proactively rather than reactively. The Board shall stay adequately informed by incorporating within the Board meeting reports from the President on strategic issues and engaging the Board in strategic thinking on relevant issues and approach its task with a style which emphasizes:</p> <ul style="list-style-type: none"><li>- Outward vision rather than an internal preoccupation;</li><li>- Diversity in viewpoints;</li><li>- Strategic leadership derived from future rather than past or present thinking;</li><li>- Clear distinction of Board and staff roles;</li><li>- Collective rather than individual decisions; and</li><li>- Emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects.</li></ul> <p>More specifically, the Board:</p>	560664

**Description :** Receipt of the Third District Governing Board Annual Report - INFORMATION AND/OR DISCUSSION

**Details :** The Board will receive the Yavapai College District Governing Board Annual Report 2016.

**Attachments :**

Title	Created	Filename
web-ready-2016- DGB-Annual-Report.pdf	Mar 03, 2017	web-ready-2016- DGB-Annual-Report.pdf

*Yavapai*  
COLLEGE

# DISTRICT GOVERNING BOARD

**Annual Report to Owners | 2016**



SERVING ALL OF YAVAPAI COUNTY

Quality Education | Economic Development | Cultural Enrichment



## Dear Yavapai College Owners,

We are pleased to present the Yavapai College District Governing Board's 2016 Annual Report, which provides key information on our progress and commitment to deliver quality higher education, support economic development, and provide vibrant cultural opportunities throughout the entire county.

Our large county reaches from Black Canyon City to Seligman and from Bagdad to Sedona, and takes many dedicated faculty and staff to reach all of our citizens. Yavapai College is one of the few county institutions that serves the entire county, and we invite you to join us in these educational efforts. The College is committed to being a premier community partner that works with residents, businesses, and organizations to make Yavapai County a great place to learn, work, and live. Our success is your success.

Both the Governing Board and Yavapai College President Penny Wills understand the many responsibilities that come with serving our community, and we work closely to fulfill these goals. As the college administration develops strategies to optimize student success and fulfill the needs of our citizens, we never lose sight of delivering services at reasonable and justifiable costs to the students and taxpayers of the county. That fact, along with the needs of Yavapai County students and residents, informs all that we do.

Yavapai College trustees have volunteered their services to represent our constituents and are looking for ways to connect with you—a process that we refer to as “ownership linkage.” This annual report is just one example. Other examples are the community meetings we conducted in each of the districts and the opportunity for the public to respond to a county-wide survey every three years.

Thank you for taking time to review this report, and we look forward to continuing this conversation. I invite you to become familiar with our work via this report, to post a comment or question on our website at [www.yc.edu/dgb](http://www.yc.edu/dgb), to attend one of our monthly meetings, or to call/email Karen Jones, the Board liaison, at [karen.jones@yc.edu](mailto:karen.jones@yc.edu) or 928-776-2307.

We look forward to sharing ideas that will continue to advance our students and community.

A handwritten signature in blue ink, which appears to read "Patricia McCarver".

Dr. Patricia McCarver  
Chair, Yavapai College District Governing Board

# 2016 District Governing Board Members

The Yavapai College District Governing Board members are community individuals elected from five districts within the County. Board members as of December 2016:



## District 1:

Mr. Ray Sigafoos

Mr. Sigafoos has lived and worked in Prescott for 47 years, all of the time as a resident of District 1. He is a 1969 graduate of Northern Arizona University with a bachelor's degree in Accounting. He has been a licensed Certified Public Accountant since 1971. Mr. Sigafoos has a strong knowledge of educational funding and fiscal management and fully embraces open, public and shared governance. He served on the Board and as Treasurer of Primavera School from 1976 until 1980. From 1981 to 1984, Mr. Sigafoos was on the Board of the Yavapai Community Hospital Association, which at the time operated Yavapai Regional Medical Center, chairing the Board in 1983. He served on the Board of Directors and as Treasurer of the Prescott Fine Arts Association from 1984 until 1987. He served on the Phippen Art Museum Board from 1991 to 2004, chairing the Board from 1999 to 2004. Mr. Sigafoos served on the Board of Trustees of Embry-Riddle Aeronautical University from 1981 to 2009, serving as the Chair of the Finance Committee for 26 years.



## District 2:

Ms. Deb McCasland

Ms. McCasland represents the voters in District 2. She graduated from Yavapai College and has a master's degree in community college education. She has been affiliated with Yavapai College for 46 years in various roles: as a student, a staff member, retiree, and Board Member. Ms. McCasland has many years of board leadership experience with Zonta, Republican Women of Prescott, AAUW, Friends of the Prescott Public Library, Meals on Wheels, Junior Women, and Prescott Area Art Trust. She currently serves as Vice-President of the Adult Center of Prescott Board and Co-Chair of the Prescott Library Advisory Committee. Deb has spent many years assisting local organizations in successful fundraising campaigns. Ms. McCasland and her family are long-time Prescott residents. She has two grown children both YCC graduates, and her husband is retired Director of the City of Prescott Parks and Recreation Department.



## District 3:

Mr. Albert "Al" Filardo

Al Filardo is a principal of the Filardo Group specializing in providing collaborative leadership. Formerly the Chief of Staff and Associate Dean for the Ira A. Fulton Schools of Engineering at Arizona State University, he now serves as Senior Consultant, Six Sigma Champion and Faculty Associate at ASU.

A graduate of the University of San Francisco with a BS in Organizational Behavior, Mr. Filardo obtained his Master's degree in Human Resource Management from Webster University at Luke Air Force Base in Arizona.

Mr. Filardo managed multiple corporate businesses around the world and deployed Six Sigma and various continuous improvement processes globally in China, South-east Asia and the United States. While at Motorola, he was an award-winning executive coach, trainer and quality advocate, and a member of the team receiving the highest quality award during his tenure. Throughout his corporate career, he led multi-million dollar organizations in manufacturing, sales, field engineering, customer service, and education.



## District 4:

Dr. Patricia McCarver

Dr. Patricia McCarver lives in Prescott and has been a Yavapai College District Governing Board member since 2005. Her professional experience includes being a faculty member in the Teacher's College at Western Governors University. She works with bachelor's degree students in elementary education programs, and she teaches Educational Psychology and Research Writing. She is a former Director of Administrative Services for the Yavapai County Community Health Services and is a former Yavapai College Director of Campus Life. Dr. McCarver's educational background includes a Ph.D. in transformative learning and change from the California Institute of Integral Studies. She has her master's degree in college student personnel administration from Emporia State University in Kansas and her bachelor's degree in psychology from St. Norbert College in Wisconsin. Yavapai College adopted policy governance as their model for guiding the College in 2004, and Dr. McCarver has been instrumental in supporting and promoting the process since becoming a Board member. Dr. McCarver is serving as the Board Chair in 2016.



## District 5:

Mr. Steve Irwin

Mr. Irwin lives in Prescott Valley and represents the voters in Yavapai County District 5. He started his post-secondary education at the community college level, completed a master's degree in business administration, and has served in the Army. Mr. Irwin has worked in various government positions for 24 years, including the Arizona Health Care Cost Containment System Administration (AHCCCSA) Long-Term Care, the Juvenile Probation Department, and as a teacher at Yavapai College. Mr. Irwin and his wife are very active in Yavapai County and run a successful real estate business.

# WHAT IS POLICY GOVERNANCE?

The Yavapai College District Governing Board adopted the Policy Governance® model in July 2004. Board members conduct Board business using an adapted version of the “Carver governance” model.



Policy Governance principles form a complete governance system which enables boards to provide strategic leadership in creating the future for their organizations. Policy Governance is designed to ensure accountability of the Board to the owners or taxpayers and of the College President to the Board.

## The benefits of Policy Governance are multiple. It helps the Board:

- Connect its authority and accountability to those who morally, if not legally, own the organization, and see its task as servant-leader to and for the owners (shareholders/taxpayers);
- Provide strategic leadership to the organization—the Board’s key responsibility—by clearly defining the ownership’s values into expected results, recipients, and worth; and identifying the organization’s real purpose;
- Delegate to management through the President, who then is the sole connector between governance and management and has full accountability to the Board for all operational decisions;
- Define in writing the behaviors, values, practices, disciplines, and conduct of the President to systematically assess and assure accountability of delegated authorities;
- Exercise its responsibilities without specific subject matter expertise of staff and without duplicating staff skills at the Board level; Policy Governance empowers staff and unleashes the creativity of management while holding management rigorously accountable for delegated areas;
- Make authoritative decisions as a total group rather than a summation of individual authorities;

**Yavapai College Policy Categories** set parameters for acceptable organizational performance and for itself by establishing broad policies in four logical categories that make intuitive sense.

**Ends** - the benefits the organization is to produce, for whom, and at what cost or worth. Ends are developed based on the Board’s knowledge of and interaction with the owners, those to whom the Board is morally accountable.

**Executive Limitations** - the boundaries of prudence and ethics within which the Board allows the College President to make further decisions about means, the way things are done.

**Governance Process** - the manner in which the Board itself operates, including its philosophy, accountability, discipline, and its own job.

**Board-President Linkage** - the manner in which the Board delegates authority to staff through the College President and holds the College President accountable.

With these policies in place, the Board can delegate the achievement of the Ends to the College President, be assured that they are, in fact, being achieved, and that the manner in which this occurs does not exceed the Board’s boundaries of prudence and ethics. This assurance is based not on trust, but on a carefully structured monitoring process.

Policy Governance is the registered service mark of John Carver. The authoritative website for the Policy Governance model can be found at [www.carvergovernance.com](http://www.carvergovernance.com)

# District Governing Board 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.

## Education Ends

- Students achieve their educational goals at an affordable price. This is the first priority.
- Job seekers have the qualifications, skills, and abilities to succeed.
- Students seeking transfer have the qualifications, skills, and abilities for success at their next educational institution.
- Lifelong learners have access to a variety of learning opportunities.



## Economic Ends

- Communities in Yavapai County are supported in their efforts to lead economic development, with an emphasis on generating and sustaining economic base jobs. This is the second priority.



## Community Ends

- Yavapai County residents have access to social and cultural opportunities. This is the third priority.



*The College president is accountable to the Board for developing and implementing programs and actions that help achieve these ends.*

# 2016 EDUCATION ENDS

Ensuring that students achieve their educational goals is one of the District Governing Board's three ends, which is the term the board uses for the overall goals of the College. The College provides credit and non-credit options for student to access courses and programs ranging from Adult Basic Education (ABE) to career preparation, transfer to universities, and personal enrichment.

The College offers learning options to fit the lifestyles/circumstances of the residents of Yavapai County. Alternative learning options include: credit for prior learning, internships/service learning, non-credit courses, College for Kids (C4K), high school partnerships (dual enrollment), senior programs (Osher Lifelong Learning Institute, EDventures), and high school equivalency program (G.E.D. testing). Enrollment includes some 15,000 credit and non-credit students a year.

## Strategic Planning

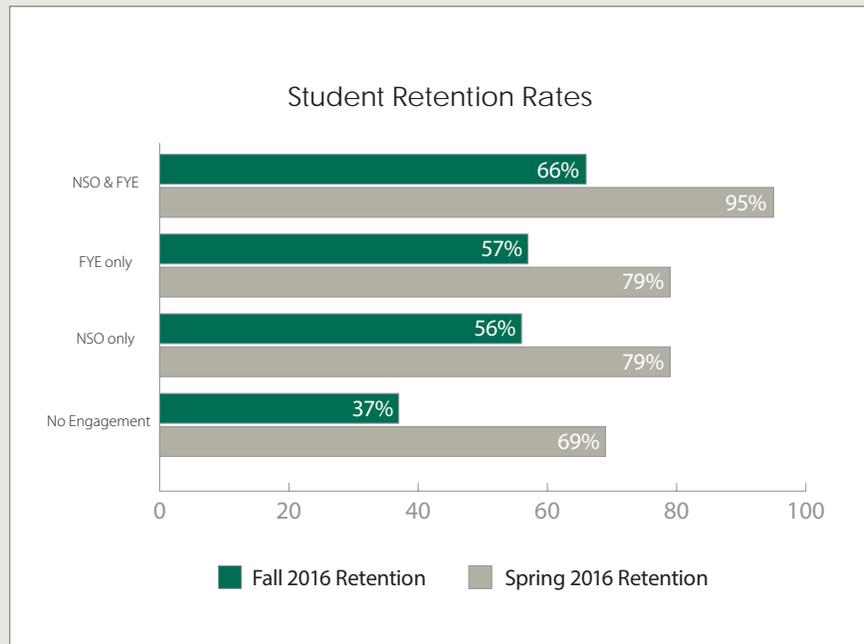
The Strategic Planning Committee (SPC) is composed of faculty, administrators, staff, and students. They spent eight months researching, listening, analyzing, and evaluating external and internal quantitative and qualitative information to develop the College's 2015-2020 strategic plan. This plan includes initiatives that will aid YC in meeting its goals of student success, economic responsiveness, engaged communities, organizational development, and fiscal stewardship.

## 2016 education highlights include:

Yavapai College awarded 1,647 degrees or certificates during the 2015-16 academic year.

YC retention rates for the group of students (cohort) who started in fall 2016 continue to reflect the positive impact of YC's New Student Orientation (NSO) program and the First-Year Experience course (FYE 103). For the fall 2016

semester, YC offered 14 sections of FYE 103, including nine in Prescott, three in Verde Valley and two online. Students who receive guidance through the NSO and FYE course are much more likely to persist, and if they take advantage of both resources, their persistence almost doubles, as noted in the following chart:



The College developed a new certificate program in Animation and an AAS in Medical Assistant beginning in fall 2016. Extensive updates were made to the AAS degrees in Health Information Technology, Management, Paralegal Studies, and Video Game Development. The updates were made based on review of current industry and affiliation standards.

A cross-functional team began work during the summer 2016 to implement Guided Pathways for degree and certificate seeking students. The implementation and utilization of Guided Pathways identifies and clarifies course/program maps and wrap around support services that provide students with the most direct sequence of courses with feedback and support which contribute to degree or certificate completion and student success.

The formation of the Verde Valley Executive Dean Advisory Group,

populated with representatives from across the greater Verde Valley, were selected to assist the Executive Dean in developing a strategic plan that addressed the needs and desires of the east county. The Advisory Group also provides advice on skills, knowledge, and attitudes required for occupations and identifies opportunities for further exploration. Further, they assist in providing relevant information as to current and future educational, vocational, and community program needs.

## Career and Technical Education

Career and Technical Education students have new opportunities for paid internships with local companies in areas such as manufacturing, engineering, welding, agriculture, and automotive. Through a series of successful grants from the National Science Foundation, Science Foundation Arizona, and the Marley Foundation, the CTE Division has been able to award up to 16 paid internships



Services available to YC students include financial aid, academic and career advising, career planning and personal counseling resources.

per semester to students in their second semester of certificate programs, or second year of degree programs in CTE.

The internships benefit students in helping build their practical working experience while receiving hands-on training, but they also benefit the local businesses by providing potential employees who are genuinely interested in careers in those fields. Each student is assigned a Career Coach to ensure that the process is meaningful and rewarding for both the company and student.

Participating businesses include Bent River Machine; Tesoro; Toro, Ltd.; Chino Valley Farms; Centerforce; Midway Industries; Drake Cement; Whipstone Farms; and American Ranch. In addition, Freeport-McMoRan Inc. (now in its tenth year of partnering with the College) continues to fund up to 24 students per year in paid internships and YC tuition.

### Transfer students

The five-year compound annual growth rate at Yavapai College for Associate Degrees is 2.4%. YC Students transferring to public Arizona universities consistently perform above the national median for first-year grade point average (National: 2.96, Yavapai College: 3.29). Comparing Yavapai College transfer students' first year GPA to the National Community College Benchmark cohort places YC transfer students in the 90th percentile.

The transfer rate of Yavapai College students (2008-09 credential-seeking cohort) to universities reported in 2014 was

24%, which is comparable to the national average of 25%. Of all 2010-11 full-time transfer students to in-state public universities, 67% were able to earn a bachelor's degree within four years. YC students were slightly better than the state average when looking at all transfers to public, private, in- and out-of-state institutions, 48% compared to 43% respectively.

### Lifelong Learning

The Division of Lifelong Learning at Yavapai College provides non-credit courses to a wide range of students, ranging from kindergarten to the retired community. Non-credit programs include Community Education, EDventures, College for Kids, and Osher Lifelong Learning Institute (OLLI). Community members participate in these non-credit courses for personal enrichment and interest.

The Division of Lifelong Learning's unduplicated headcount reached 4,126 for FY 2015-2016. Community Education headcount was 2,125 and district-wide OLLI enrollments were 2,001 in 2015-16. Non-Credit enrollments have grown 8% annually on average between 2011-2012 and 2015-2016.

In 2015-16, there were 1,181 personal interest students registered in credit courses. Examining fall and spring credit enrollment, personal interest students make up 11.5% of YC's credit students. Data reported by the National Community College Benchmark Project shows YC's non-credit student penetration rate ranks at the 77th percentile for public community colleges.

# ECONOMIC DEVELOPMENT SUPPORT

Yavapai College continues to provide outstanding workforce training opportunities for the citizens of Yavapai County. In addition to the exceptional programs and services performed by the Regional Economic Development Center (REDC), YC's facilities and instructional programs are continually being modified and improved to better serve the workforce needs of our communities. Examples of YC facilities improvements include remodeling the Career and Technical Education Center (CTEC) to accommodate offices for the Mountain Institute Joint Technical Education District, and major expansion plans for the Prescott Valley Center to allow for growth of YC's Allied Health Educational Programs. New instructional programs have also been developed to address local workforce needs, most notably the new culinary educational programs at our Sedona Center.

The mission of the REDC at Yavapai College is to facilitate economic development throughout Yavapai County by providing regional economic and policy analysis, economic impact analysis, customized industry training, entrepreneurial educational services, internal academic program analysis, and assistance with Native American economic development.

The Center participates in the three primary elements of the institute: community engagement, student services, and instruction. In its third year of operations, the REDC has expanded services to municipalities and economic development organizations to include economic impact studies and strategic planning for community development. The Center has also designed and implemented several



Middle and high school students discuss the impact and role of Verde Valley's post-secondary education at a Future Leaders Forum.

new initiatives aimed at connecting students to economic opportunity in employment and entrepreneurship. Activity in 2016 included an emphasis on job placement and communication with industry liaisons; development of work-based learning opportunities, such as internships; expanded resources for GED students and short-term training opportunities; and increased partnerships to create a ready and viable labor force for industry.

## Custom Industry Training

The REDC has expanded its training programs in the county by implementing industry-certified training in caregiving (a high-demand sector in our local economy), and by hosting quarterly brown-bag educational programs ("Lunch n' Learns") for small businesses.

Three-week Caregiving and Certified Nursing Assistant three-day bridge course:

- YC is the only authorized trainer in Yavapai County and is certified by the Arizona Department of Health
- Quarterly "Lunch n' Learns" co-sponsored with the Arizona Commerce Authority

## Registered Apprenticeships

In an effort to continue skills enhancement for base economic jobs, the REDC formally facilitates the implementation of federally registered apprenticeships in Yavapai County. In coordination with the Arizona State Office of Apprenticeships, the REDC director established protocol and materials for employers interested in participating.

# Economic Development

**SBDC Locations:**

**Prescott Campus**  
 1100 E. Sheldon Street  
 Prescott, AZ 86301

**Verde Valley Campus**  
 601 Black Hills Drive  
 Clarkdale, AZ 86324

**Sedona Center**  
 4215 Arts Village Drive  
 Sedona AZ 86336

Federally registered apprenticeships require full-time employment (2,000 hours per annum) and 144 hours of seat time in theoretical learning per year. Apprenticeships run 1-5 years, depending on the occupation.

In 2016, registered apprenticeships have been formed in the following occupations:

- Metal fabrication
- Tool & die maker
- CNC operator
- Culinary
- Accounting Technician

**Regional Industry & Economic Impact Analysis (pro bono)**

The REDC delivers regular analysis of regional economic trends on a pro bono basis.

2016 reports include:

- Quad City Labor Market Report – business attraction
- Verde Labor Market Report – business attraction
- Healthcare Workforce Demand Analysis
- Yavapai County Economic Overview
- Camp Verde Economic Overview
- Cottonwood Economic Overview
- Prescott Economic Overview
- Prescott Valley Economic Overview
- Chino Valley Economic Overview
- Chino Valley EDA Grant – economic and labor report
- Prescott Valley Economic Development Foundation Marketing Brochure

Analysis of industry and workforce needs include a series of REDC lead industry roundtables, individual company analysis, participation on local industry committees, and Labor Market Information (LMI data sets). The REDC is able to regularly analyze job postings to identify skills and corresponding academic pathways for occupations. The REDC also sponsors luncheon roundtables at Yavapai College for industry where business owners, plant managers, and human resource professionals share information pertaining to current and future workforce needs.

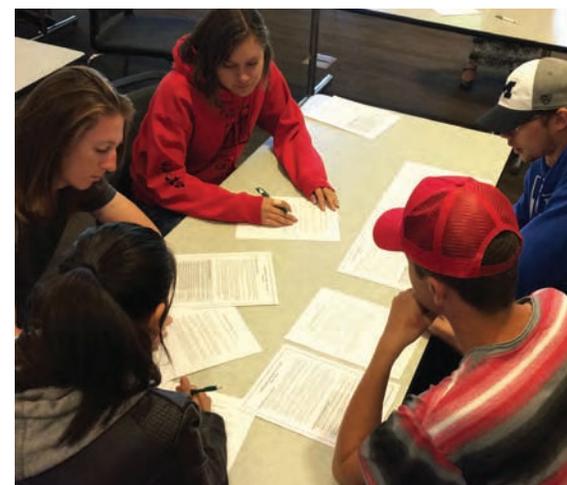
**Events & Outreach**

- Two Future Leaders Town Hall in Verde Valley in association with AZ Town Hall
- Verde Valley Forum on Public Affairs – Youth Town Hall on Post-secondary education in the Verde Valley
- Three Job Fairs: the new Prescott Valley job fair (fall 2015) Prescott (spring 2016) Verde Valley (spring 2016)
- Annual Mountain Institute-Joint Technical Education District Employer-Student Mixer in May 2016
- Facilitation of industry tours and field trips for YC and high school students. Tours Spring Semester 2016 included Hampton Inn, Guidance Aviation with AZ Event Video & CRAFTM filming crew, Prescott Police Department K-9 Unit, and Prescott Valley City Hall.

**Small Business Development Center (SBDC)**

The SBDC provides free one-on-one confidential counseling, a series of subsidized workshops, and a business resource library district-wide. With the SBDC's assistance, small businesses in Yavapai increased sales by over \$2.6 million and captured \$6.3 million in financing last year. The center also supported the creation of over 75 jobs.

Due to additional grant funding awarded to the REDC, services in 2017 will be enhanced by increasing counseling hours in Yarnell, Camp Verde, Chino Valley, and Black Canyon City. The SBDC provides counseling out of the Prescott Campus, Verde Valley Campus, Sedona Center, Cottonwood Business Assistance Center, Yavapai-Apache Nation Economic Development Administration Office, Northern Arizona University in Prescott Valley, and Prescott Valley Library in their new business incubator.



Small business owners and entrepreneurs can get assistance with business practices through workshops and counseling at the SBDC.

# CULTURAL ENRICHMENT

Yavapai College continues to serve the communities of Yavapai Country by providing a rich and varied assortment of cultural and entertainment offerings. From local athletics and home-grown theatrical productions to touring acts of every genre to gallery exhibits, literary discussions, and live-streamed operas, the College offers entertainment designed to amuse and inspire almost everyone.

During the first 10 months of 2016, the Yavapai College Performing Arts Center, on the Prescott campus, sold a total of 28,449 tickets for presentations that included live concerts, dance productions, musicals and comedy performances. Revenue generated during this period increased more than \$50,000 over the same span in 2015. The College-sponsored "YCPAC Presents" series, featuring touring productions from headline artists, sold more than 10,429 tickets.

Along with Yavapai College's own Music and Performing Arts groups, the Performing Arts Center also played host to a wide range of college and community performance organizations,

including the Phoenix Symphony, the Prescott POPS, the Arizona Cowboy Poets Association, Summer's DanceWorks, and the Prescott Film Festival. YCPAC also hosted its 18-production satellite series, streaming some of finest performing arts that the world has to offer to screens in Prescott and in the Verde Valley. These included live simulcasts from New York's Metropolitan Opera – productions like Wagner's *Tristan und Isolde*, Mozart's *Don Giovanni*, and Saariaho's *L'Amour de Loin* live from New York's Metropolitan Opera. The satellite series also featured HD screenings of encore presentations from the Bolshoi Ballet (*The Golden Age*) and London's National Theatre (*Frankenstein, The Audience*).

Because art is participatory as well as inspirational, Yavapai College continues to blend a repertoire of cutting-edge works from touring companies and satellite artists with the home-grown productions that feature and polish the skills of our own College students and talented local artists. The Yavapai College Performing Arts Department produced three musicals in 2016 – *The Music Man* (three performances); *Little Women, The Musical* (four performances); and *It's A Wonderful*

*Life, The Musical* (four performances). These productions showcased the vocal, instrumental and musical theatre skills of Yavapai College students while delighting the 4,949 community members who attended. The College-produced six-production matinee series, including shows like *The BFG* and *Miss Nelson is Missing*, drew an enthusiastic response from their cumulative audience of 4,387 local school students.

This season, the Yavapai College Performing Arts Department embarked on an ambitious effort to share a broader range of artistic and cultural offerings with its Verde Valley constituencies. To that end, the PAC developed a five-show "Verde Valley Season." Using two separate off-campus performance centers – The Phillip England Performing Arts Center in Camp Verde and the Sedona Performing Arts Center – The Verde Valley Season is designed to bring a diverse combination of Jazz and folk artists, acrobats and dancers to venues in Eastern Yavapai County. Though the concept is new and advance publicity has been good, word-of-mouth is still spreading in the Verde Valley community. The Verde Season's first offering, jazz artists *Matt Baker and the Trio*, received an enthusiastic critical response and its second presentation, *Windham Hill: Winter Solstice*, drew a matinee audience 232 to the Sedona Performing Arts Center. Yavapai College Performing Arts Center will continue the Verde Valley initiative with another three productions in the Spring of 2017.

The Verde series complemented a busy 2016 event schedule on Yavapai College's Verde Valley Campus in Clarkdale. These included democracy seminars, voter registrations drives, a public health symposium, presentations on the Verde River Basin, and the Verde Valley's November *Explore YC* outreach event, as well as film screenings, the Verde Valley SciTech expo, Jazz and chorale concerts



Ukulele virtuoso Jake Shimabukuro is one of several talented, eclectic artists to perform at Yavapai College in 2016.

from the YC Music Department, and a live theatre presentation of *Hamlet*.

Yavapai College's art galleries – on both the Clarkdale and Prescott campuses – hosted a combined 16 exhibitions, including shows that featured the work of students, faculty members, and distinguished College alumni like professional magazine illustrator Brian Stauffer. Together, the two galleries provided exposure, diversion, and entertainment for a total of 7,161 local art patrons in 2016.

The Literary Southwest Series at Yavapai College continues to offer readings and discussions with a diverse assortment of



YC graduate of graphic design Brian Stauffer—whose work has appeared *The New Yorker*, *Rolling Stone*, and *TIME Magazine*—had an exhibition of his work at the YC Art Gallery.

... the College offers entertainment designed to amuse and inspire almost everyone.

the Southwest's most prominent authors. Writers who participated in 2016 covered a variety of genres: PEN/Hemingway Award-winning memoirist Bernard Cooper; poets Jane Hirschfield and Susan Terris; children's literature author Ron Koertge; *New York Times* bestselling author Domingo Martinez; and award-winning writer Marsha de la O.

EDventures, a program made available through Yavapai College's Lifelong Learning Division, opens the world to community members by creating local, regional, and international excursions. EDventures are led by experienced, knowledgeable guides who feature the natural and cultural history of each destination. EDventures made 30 trips in 2016, including a 41-person visit to Italy, and domestic visits to the Grand

Canyon, the Hualapai Indian Reservation, La Posada, Route 66, and the Tuzigoot National Monument. In total, 331 community members embarked on trips with EDventures.

The Del E. Webb Family Enrichment Center (FEC) continues to provide high quality child care and early learning experiences to over 75 children a year, five years of age and under, and is open to community families. It also serves as a lab school, providing over 500 observation and 1,800 mentoring hours to early education students each year. The FEC is nationally accredited, has a five-star rating through Quality First, and provides scholarships to low-income families. The FEC also offers parenting workshops that are open to the community.

The College Honors Program (CHP) completed over 500 hours of service to the college and the community (including tutoring, clean-up, a volunteer fair, work with Habitat for Humanity, a food drive, and other projects).

And Yavapai College Athletics captured the attention of the local community



The Del E. Webb Family Enrichment Center at Yavapai College is an early childhood education teaching laboratory school.

and the collegiate baseball world this spring, when the Roughriders won the 2016 National Junior College Athletic Association World Series. The Roughrider Softball team also distinguished itself with an NJCAA Region 1 Championship, and Roughrider Soccer won its 26<sup>th</sup> ACCAC title. Yavapai Athletics provided 32 home games of baseball, 12 home games of volleyball, 24 home games of softball and 11 home games of soccer. Total estimated attendance for these home games for all four sports was 8,500.

# Cultural Enrichment

# OWNERSHIP LINKAGE:

## Connecting with Constituents

The Yavapai College District Governing Board is responsible for governing on behalf of and is accountable to the College's owners (i.e., county property-tax payers and residents). "Ownership linkage" is the Board's term for its responsibility to maintain open communications with the College's owners to help guide the Board in its governing duties.

The Board achieves ownership linkage in a variety of ways, including holding monthly public meetings in various locations within the county. During "open call" sessions at these meetings, members of the public can address Board members directly. During the 2016 fiscal year, the number of community members who addressed the Board continued at a steady level. All meetings are videotaped and shown on local cable access channels. Minutes of past meetings may be viewed online at <http://www.yc.edu/v5content/district-governing-board/minutes.htm>.

The Board undertook an extensive ownership linkage effort in 2016 by conducting three separate community information gathering projects to elicit community feedback and input on the College's current and future direction.

The three projects included community forums held in each of the college's five districts; a community survey administered by the Verde Valley Board Advisory Committee (VVBAC); and an online survey hosted on the College website. Each of the information gathering endeavors asked the same four questions:

1. What do you value about Yavapai College?
2. How does Yavapai College meet the educational, economic, and cultural needs of our communities?
3. What do you believe will be the most significant challenges facing Yavapai College (Higher Education) in the next five years?
4. Are there particular needs/issues you would like Yavapai College to address?

The community forums sought input from 32 stakeholders across all five college districts, including Yavapai College students, representatives from local chambers of commerce and public school districts, members of civic government and

## COMMUNITY FORUM PARTICIPANTS

Yavapai County Members	Positions	Count	Percentage
	Superintendent/School District Representatives	5	16%
	Mayors	3	9%
	Town Managers	3	9%
	Council Members	2	6%
	Economic Development Representatives	4	13%
	Chamber of Commerce Representatives	3	9%
	Business/Community Leaders	5	16%
	Students	7	22%
	<b>Total</b>	<b>32</b>	

A cross-section of students, educators, civic leaders and other stakeholders across all five districts were polled about YC's current and future direction.

# COMMUNITY FORUM RESULTS

What owners value about YC

Academic Access
Program Offerings
Locations
Workforce Training
Affordable
Value
Cultural Opportunities
Students

The community forums yielded several elements that those polled value about YC.

business and community leaders. The survey conducted by the VVBAC yielded 70 completed questionnaires. The online survey hosted on the College website resulted in 80 responses.

“The Board undertook an extensive ownership linkage effort in 2016 by conducting three separate community information gathering projects...

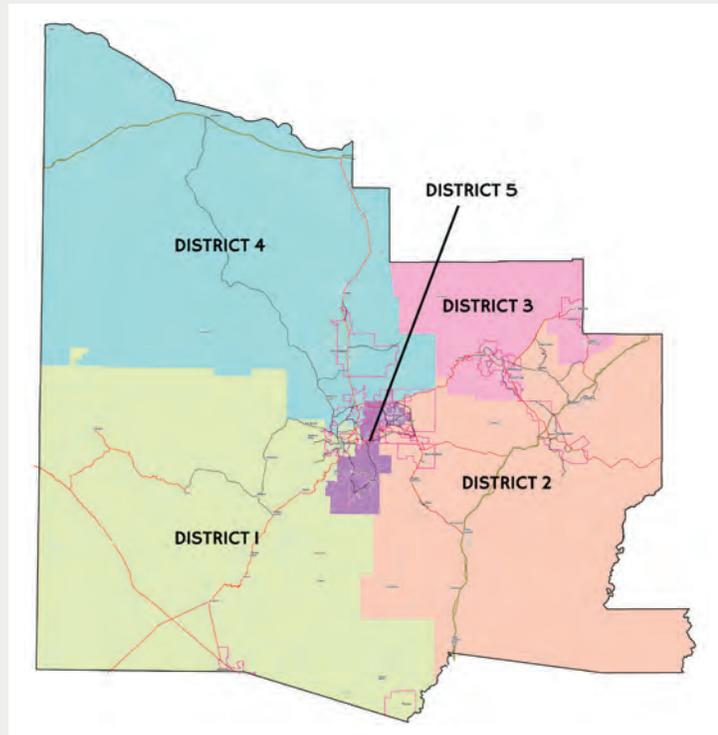
A qualitative analysis of the feedback was conducted by the College’s Office of Institutional Effectiveness and Research (IER). Important categories emerged from the analysis that reflected the constituents’ values and philosophies that assist the Board in evaluating the College’s current and future direction.



2016 District Governing Board members are (front from left) Deb McCasland and Dr. Pat McCarver; (back from left) Ray Sigafoos, Steve Irwin, and Al Filardo.



Community and Technical Education Dean, John Morgan (right), gives a tour of YC’s renovated Career and Technical Education Center to Board members Dr. Pat McCarver and Ray Sigafoos following a Board meeting held at the facility.

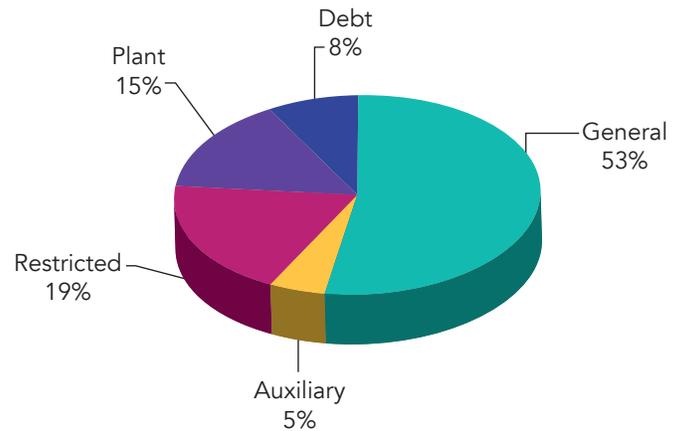


A map of Yavapai County identifies the five districts that each District Governing Board member represents.

# Yavapai College FY 2016 Budget Overview

The \$83.7 million budget is the financial means by which the College pursues the three ends, or goals, set by the Yavapai College District Governing Board: 1) help students achieve their educational goals, 2) assist communities in generating and sustaining economic base jobs, and 3) provide access to a vibrant social and cultural life.

Yavapai College  
EXPENDITURES - ALL FUNDS  
FY2015-2016



Yavapai College's costs (expenses) per student are at or below the average for community colleges across the nation ...

YC's property tax rate is near the median for community colleges in Arizona, and Arizona property taxes are the 5th lowest in the country, according to taxfoundation.org. Yavapai College's costs (expenses) per student are at or below the average for community colleges across the nation, while our price per credit hour is lower than the national average to reflect the lower median income of the population that Yavapai College serves. Per benchmark studies, employee compensation is competitive with relevant markets and our facilities are well maintained.

Complete, detailed budget data is available on the College's web site at [www.yc.edu/budget](http://www.yc.edu/budget).

#### FUND CATEGORIES

**General Fund** - Primary operating funds used to carry out the District's core objectives (i.e., instruction, student services, institutional support, etc.).

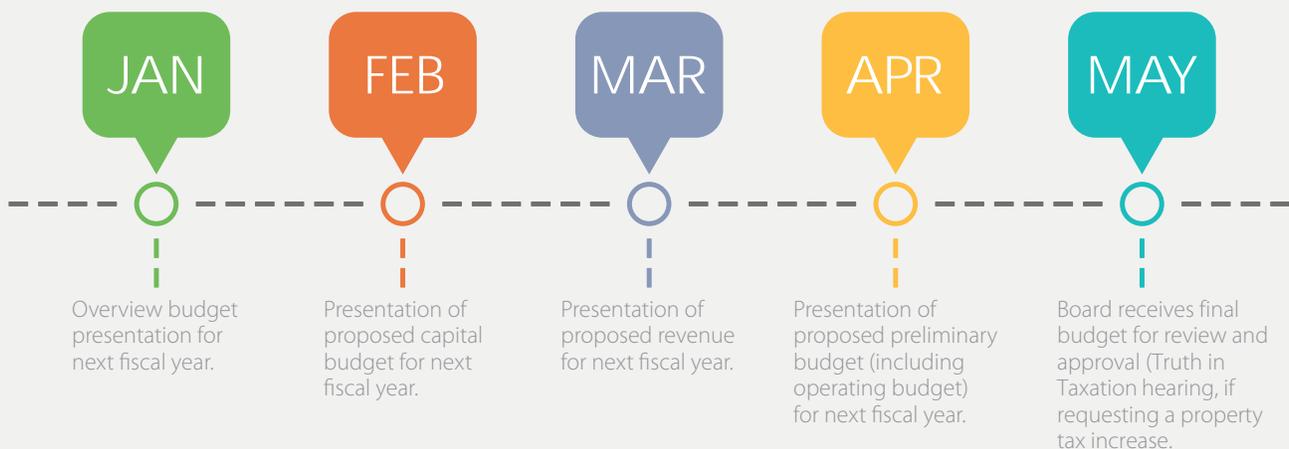
**Auxiliary Fund** - District revenue-producing activities that provide goods or services to students, faculty, staff and, incidentally, to the public.

**Restricted Fund** - Funds expendable for operating purposes but restricted by grantors, donors or other outside agencies as to the specific purpose for which they may be expended.

**Plant Fund** - Monies associated with purchasing, maintaining and recording the District's property, plant and equipment.

**Debt Fund** - Used to account for the revenues and expenses related to the payment of District debt (i.e., bond issues).

## Budget Process Timeline for the District Governing Board



# YAVAPAI COLLEGE FOUNDATION

## A Strong Tradition

Chartered by the State of Arizona in 1969, the Yavapai College Foundation (YCF) is a non-profit 501(c) (3) organization created to support the objectives of Yavapai College and its mission. Over a 47-year history, the YCF has established a strong tradition of faithfully honoring and managing donor commitments while attracting support for programs that continue to impact the community. Relationships with key constituents continue to grow stronger and new fundraising opportunities are being pursued with a keen eye on ensuring the appropriate balance of cost-of-fundraising, endowment growth and mission impact.

### FY16 by the Numbers

- **\$13.7 million** Total YC Foundation Assets
- **\$802,212** In Direct Support of Yavapai College
- **\$407,665** Scholarship funds distributed to YC
- **327** CF Scholarship Recipients
- **180** YCF Scholarship Funds  
(#2 among AZ Community Colleges)

### Yavapai College Remains Affordable, But Private Giving is Vital for Student Success

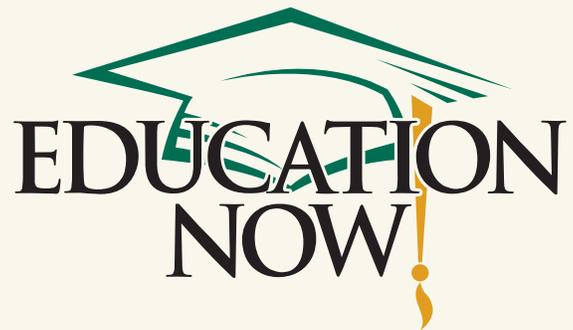
Over the past five years, the YCF has seen a fundamental shift in who pays for college. With a dramatic decline in the financial role of state government in higher education, students and their parents are now major contributors. Private giving has become an important source of support for students and continues to inspire creative partnerships.

#### *\$400,000 Pledged to Community Healthcare Scholars Fund*

The Jewish Community Foundation, Margaret T. Morris Foundation, Yavapai Regional Medical Center, Yavapai College Foundation, Harold James Family Trust and Prescott Radiology, Inc. have come together to fund a five-year initiative to fund 50 Nursing and eight Radiological Technician scholarships (full tuition & fees). The scholarship program is designed to address two issues: (1) the expected shortage of healthcare professionals in coming years and (2) the inability of rural communities to effectively compete with urban communities for these highly valued professionals.

#### *\$100,000 Gift to Education Now! Fund*

YCF Board President Perry Massie and his wife Sandy understand the financial challenges that students face in pursuing a college education. In FY16 they contributed to the **Education Now!** fund which helps students throughout the district pursue any course of study at any Yavapai College campus or center.



The Yavapai College Foundation awarded more than \$400,000 in scholarships in 2016, and is ranked second among Arizona community colleges for scholarships offered.



# life explored

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

Yavapai College lives the “life explored” brand by providing quality higher learning at a low cost, through a wide range of academic programs and cultural offerings to traditional students, working adults, and lifelong learners.

YC further improves the future of our students and communities through the generous charitable contributions made by volunteers and donors of the Yavapai College Foundation (YCF), and the expert workforce development services offered by the Regional Economic Development Center (REDC).

For more information on degree and certificate programs, registration, cultural events and more, visit:

[www.yc.edu](http://www.yc.edu)

Quality Education | Economic Development | Cultural Enrichment



Prescott Campus • Verde Valley Campus • Prescott Valley Center • Chino Valley Center  
Career & Technical Education Center (CTEC) • Sedona Center



**Presenter :** Ray Sigafoos

**Start Time :** 4:15 PM

**Item No :** 33

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Information Item

Policy No.	Description	Ref No
3.5.5	<p>All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input, and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committees. Board liaisons should provide advice and input to their assigned committees, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committees. The positions are:</p> <ol style="list-style-type: none"><li>1) Foundation Liaison</li><li>2) AADGB Representative</li><li>3) Board Spokesperson</li></ol>	560681

**Description :** Reports from Board Liaisons - Board Spokesperson; Arizona Association for District Governing Boards (AADGB) and Yavapai College Foundation - INFORMATION AND/OR DISCUSSION

**Details :** Board Spokesperson - Ray Sigafoos

Arizona Association for District Governing Boards (AADGB) - Deb McCasland and Dr. Connie Harris

Yavapai College Foundation - Dr. Patricia McCarver and Steve Irwin

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 4:20 PM

**Item No :** 34

**Proposed By :** Ray Sigafoos

**Time Req :** 0

**Proposed :** 9/22/2016

**Item Type :** Heading

Policy No.	Description	Ref No
3.4	<p>To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.</p>	558881

**Description :** OTHER INFORMATION - HEADING

**Details :**

**Attachments :**

No Attachments

**Presenter :** Ray Sigafoos

**Start Time :** 4:20 PM

**Item No :** 35

**Proposed By :** Ray Sigafoos

**Time Req :** 5

**Proposed :** 9/22/2016

**Item Type :** Decision Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** Proposed Dates and Places of Future Meetings for 2017 - RECEIPT, DISCUSSION, AND/OR DECISION

**Details :** The Board will discuss and confirm proposed meetings, dates, times, and locations for 2017 District Governing Board meetings.

Note that the April 18, 2017 District Governing Board Meeting will be held at the Prescott Campus in Building 19, Room 147.

Association of Community Colleges Trustees (ACCT) Leadership Congress is being held in Las Vegas, NV - September 22-28, 2017.

**Attachments :**

Title	Created	Filename
FY16-17- Proposed Dates and Places of Future Meetings.pdf	Feb 17, 2017	FY16-17- Proposed Dates and Places of Future Meetings.pdf
FY17-18- Proposed Dates and Places of Future Meetings.pdf	Feb 17, 2017	FY17-18- Proposed Dates and Places of Future Meetings.pdf

## PROPOSED DATES AND PLACES OF FUTURE MEETINGS – FY 2016-2017

TYPE OF MEETING	DATE/DAY/TIME/LOCATION
<b>JULY 2016 – NO BOARD MEETING</b>	
Regular Board Meeting	August 9, 2016, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Board Retreat	September 12, 2016, 9:00 a.m. Location: Prescott Campus - Rock House
Regular Board Meeting	September 13, 2016, Tuesday, 1:00 p.m. Location: Verde Valley Campus - Bldg. M, Rm 137
Regular Board Meeting	October 11, 2016, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Regular Board Meeting*	November 1, 2016, Tuesday, 1:00 p.m. Location: Sedona Center - Rm 34
<b>DECEMBER 2016 – NO BOARD MEETING</b>	
Budget Preview Workshop	January 10, 2017, Tuesday, 10:00 a.m. Location: Prescott Campus – Rock House
Regular Board Meeting	January 10, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Board Retreat	February 13, 2017 – Tuesday, 9:00 a.m. Location: Prescott – Prescott Resort
Regular Board Meeting	February 14, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Regular Board Meeting*	March 7, 2017, Tuesday, 1:00 p.m. Location: Verde Valley Campus, Room M-137
Regular Board Meeting*	April 18, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus – Bldg. 19, Room 147
Regular Board Meeting	May 9, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus, Multi-Purpose Room 3-119
Regular Board Meeting	June 13, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House

\*March change due to Spring Break March 12-18, 2017

\*April date change - request of Board Member

\*November changed due to scheduling conflict

Rev. 2/16/17

## DATES AND PLACES OF EVENTS – FY 2016-2017

TYPE OF EVENT	DATE/DAY/TIME/LOCATION
Tour of Buildings 29 and 31	August 9, 2016, Tuesday, 3:15 p.m. Location: Prescott Campus – Buildings 29 and 31
Association of Community College Trustees (ACCT) Governance Institute for Student Success (GISS)	September 9, 2016 Location: Tempe, AZ
Association of Community College Trustees (ACCT) Leadership Congress	October 5 – October 8, 2016 Location: New Orleans, LA
Nursing Pinning Ceremony	December 9, 2016, Friday – 3:00 p.m. Location: Prescott Campus – Performing Arts Center
Holiday Social	December 13, 2016, Tuesday – 4:00 p.m. No Business will be conducted
Northern Arizona Regional Training Academy (NARTA) Commencement	December 15, 2016, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
Verde Valley Commencement	May 5, 2017, Friday, 6:00 p.m. Location: Verde Valley Campus
Nursing Pinning Ceremony	May 6, 2017, Saturday, 1:00 p.m. Location: Prescott Campus – Performing Arts Center
Prescott Commencement	May 6, 2017, Saturday, 6:00 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	May 25, 2017, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
International Policy Governance Association (IPGA) Conference	June 22-24, 2017 Location: San Diego, CA

## PROPOSED DATES AND PLACES OF FUTURE MEETINGS – FY 2017-2018

TYPE OF MEETING	DATE/DAY/TIME/LOCATION
JULY 2017 – NO BOARD MEETING	
Regular Board Meeting	August 8, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Board Retreat	September 11, 2017 - <b>TBD</b> Location: Prescott Campus-Rock House
Regular Board Meeting	September 12, 2017, Tuesday, 1:00 p.m. Location: Sedona - Rm 34
Regular Board Meeting	October 10, 2017, Tuesday, 1:00 p.m. Location: Verde Valley Campus, Room M-137
Regular Board Meeting	November 14, 2017, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
DECEMBER 2017 – NO BOARD MEETING	
Regular Board Meeting	January 9, 2018, Tuesday, 1:00 p.m. Location: Prescott Campus – Rock House
Annual Board Workshop	February 12, 2018 - <b>TBD</b> Location: Prescott Campus – Rock House
Regular Board Meeting	February 13, 2018, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House
Regular Board Meeting*	March 6, 2018, Tuesday, 1:00 p.m. Location: Verde Valley Campus, Room M-137
Regular Board Meeting	April 10, 2018, Tuesday, 1:00 p.m. Location: CTEC - 181
Regular Board Meeting	May 8, 2018, Tuesday, 1:00 p.m. Location: Prescott Campus, Multi-Purpose Room 3-119
Regular Board Meeting	June 12, 2018, Tuesday, 1:00 p.m. Location: Prescott Campus-Rock House

\*March meeting changed due to Spring Break

1/19/17

## DATES AND PLACES OF EVENTS – FY 2017-2018

TYPE OF EVENT	DATE/DAY/TIME/LOCATION
Association of Community College Trustees (ACCT) Leadership Congress	September 25–28, 2017 Location: Las Vegas, NV
Nursing Pinning Ceremony	December 8, 2017, Friday – 3:00 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	December 14, 2017, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center
Verde Valley Commencement	May 4, 2018, Friday, 6:00 p.m. Location: Verde Valley Campus
Nursing Pinning Ceremony	May 5, 2018, Saturday, 1:00 p.m. Location: Prescott Campus – Performing Arts Center
Prescott Commencement	May 5, 2018, Saturday, 6:00 p.m. Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	May 24, 2018, Thursday – 11:00 a.m. Location: Prescott Campus – Performing Arts Center

**Presenter :** Ray Sigafoos

**Start Time :** 4:25 PM

**Item No :** 36

**Proposed By :** Ray Sigafoos

**Time Req :** 1

**Proposed :** 9/22/2016

**Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall follow an annual agenda which (a) completes a re-exploration of Ends policies annually; and (b) continually improves Board performance through Board education and enriched input and deliberation.	558881

**Description :** ADJOURNMENT OF REGULAR MEETING - PROCEDURAL

**Details :**

**Attachments :**

No Attachments