



**Yavapai College District Governing Board
Board Retreat**

Approved Minutes of Board Retreat

Monday, September 11, 2017

9:00 AM

Arizona Room – Hassayampa Inn
122 E. Gurley Street
Prescott, Arizona

Members Present:

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

Guests:

Richard Stringham, Senior Associate from Governance Coach

Administration Present:

Dr. Penelope H. Wills, President
Dr. Ron Liss, Vice President for Instruction and Student Development
Dr. Clint Ewell, Vice President for Finance and Administrative Services
Dr. James Perey, Executive Dean/Campus Executive Officer for Verde Valley Campus and Director of University/Governmental Relations
Mr. Rodney Jenkins, Vice President for Community Relations
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 9:02 a.m.

3. Welcome to Guests and Staff – PROCEDURAL

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

4. Adoption of Agenda – DECISION

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

5. OWNERSHIP LINKAGE - HEADING

6. Results of the District Governing Board 2016-2017 Ownership Linkage Plan and Environmental Scan - INFORMATION AND/OR DISCUSSION

The Board received results of the 2016-2017 Ownership Linkage Plan and reviewed the Environmental Scan, which provided ownership feedback/input for both Ends Review and the FY17-18 Ownership Linkage Planning.

- Dr. Tom Hughes, Director of Institutional Effectiveness and Research, provided an environmental scan to include trends and challenges of higher education (refer to *Environmental Scan* handout and Power Point).
- Dr. Tom Hughes, Director of Institutional Effectiveness and Research, presented the preliminary results of the District Governing Board Ownership Survey (refer to *Community Survey* handout and Power Point).
- Dr. Penny Wills, President, provided result of the Community Conversation Sessions (refer to *Community Conversation Outcomes* handout).

7. Review of Yavapai College District Governing Board Ends Statements and Executive Limitations - INFORMATION, DISCUSSION, AND/OR DECISION

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

- Considerations of the Ends – What is the organization (Yavapai College) for; what is achievable; what is the long range future; how deep should the Ends go; Ends are instructions to the President, the President provides the reasonable interruption; and the President will determine measures to show compliance.
- Three components of the Ends:
 - A. What benefits is the organization to produce on the owners' behalf?
 - B. Who are the primary intended beneficiaries?
 - C. At what cost?

8. SHORT RECESS - PROCEDURAL

Meeting recessed at 11:05 a.m.; reconvened at 11:10 a.m.

9. OWNERSHIP LINKAGE (CONTINUED) – HEADING

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

Richard Stringham led the Board in a review the Yavapai College District Governing Board Ends Statements.

- The Board answered what are the implications for Ends?
 - A. Does this analysis suggest gaps in the current Ends?

- The Board does not see any gaps.
- B. Does the analysis suggest that one or more current Ends statements need revision or removal?
 - Add language such as “removing barriers” in 1 or 1.1.
 - Priorities/worth (budget).
 - Address public funds in 1.2 or 1.3.
- C. What questions arise that need further investigation for crafting Ends policies?
 - Assessing 1.2 or 1.3 tends to be participation/engagement rather than hard numbers.
- D. Are there implications for Executive Limitation policies?
 - Transparency re: how budget is expended and reported.

11. RECESS AND LUNCH - PROCEDURAL

Meeting recessed at 12:05 a.m.; reconvened at 12:45 p.m.

12. OWNERSHIP LINKAGE (CONTINUED) - HEADING

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

Richard Stringham led the Board through the following question based on the ownership input received:

- A. Which of the existing Ends are you confident have the broad support of your ownership?
 - All
- B. Which of your Ends were less often mentioned/supported by the broader ownership?
 - All are important to our owners.
- C. Does the input suggest any gaps or changes in the existing Ends?
 - East side of the county perceives resources allocation is not equitable.
- D. What questions arise that need further exploration (either linkage or study)?
 - Access and barriers.

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

1 Ends

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

Member Harris moved, seconded by Member McCarver, to approve Ends Statement 1.0 as revised. Motion carried with 4 yes votes and 1 no vote from Member McCasland.

1.1 Education Ends -

Students achieve their educational goals at an affordable price. This is the first priority.

1.1.1 Job Seekers Ends

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

1.1.2 Transfer Student Ends

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

Member McCarver moved, seconded by Member Harris, to approve the Ends Statements title of 1.1.2 as revised. Motion carried unanimously.

1.1.3 Lifelong Learners Ends

Lifelong learners have access to a variety of learning opportunities.

1.2 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.

1.3 Community Ends -

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

The Board is requesting to have a Monitoring Report for 1.0 Ends.

14. SHORT RECESS - PROCEDURAL

Meeting recessed at 2:02 p.m.; reconvened at 2:18 p.m.

15. OWNERSHIP LINKAGE (CONTINUED) – HEADING

16. Develop the 2017-2018 Ownership Linkage Plan - INFORMATION, DISCUSSION, AND/OR DECISION

Richard Stringham reviewed the primary purposes of ownership linkage and the Board evaluated how the 2016-2017 Ownership Linkage Plan met the primary purposes:

- A. Which of the primary purposes were substantially achieved?
 - Owners’ wishes; report back to owners (addressed through the annual report); Board engaged in question development; Board involved in gathering ownership input.
- B. Which are yet to be addressed?
 - Compile open call feedback; responding to open call.
- C. What worked well in the past year’s linkage activities?
 - Gathered 1200 survey responses; rural forums.
- D. What could be improved?
 - Expand the focus group effort; other data sources; summation of open call.

Samples of Ownership Linkage questions should help create the Ends (not the how to or if the Ends have been achieved). What questions should be asked in the coming year (refer to handout - Ideas for Ownership Linkage Questions):

- Prioritizing services that the college offers or intended products/results.
- Which of the following results are "valued most"? or Which of the following outcomes do you value most? [provide list of Ends]
- What do you believe will be the most significant challenges facing *our industry/your community* in the next 5-10 years?
- Are there particular needs/issues you would like *our organization* to address?
- If there was only one need, that if met, could immediately assist you or your organization/community, what would that be?
- What is the most important difference that our organization can make?
- What do you see as the role of the organization?

Which specific ownership segments should be asked:

- Different communities from where we have already visited.
- Same mix.
- Groups that already meet (e.g. civic groups).

2017/2018 Ownership Linkage Proposal:

- Connect with different groups – include students
- Use same questions
- Add questions
 - o What do we look like in 5 years?
 - o If there was only one need, that if met, could immediately assist you or your organization/community, what would that be?
 - o What is the most important difference that *our organization* can make?
- Focus Sessions
- Piggyback on the College's 2017-18 student survey with questions 4 and/or 8 from the handout.
- Report back to owners - acknowledge input; what did the Board do with that input (policies); and report on achievements of that input (monitoring).

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

The Board reviewed their Annual Calendar with additional discussion at tomorrow's Regular Meeting.

18. Summary of September 11, 2017 Retreat - DISCUSSION AND/OR DECISION

The Board reviewed the information, discussion, and decisions from the September 11, 2017 Retreat including:

- Review of Ends Statements
- 2017-2018 Ownership Linkage Proposal

19. ADJOURNMENT OF BOARD RETREAT - PROCEDURAL

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

Board Retreat adjourned at 4:03 p.m.

Respectfully submitted:

_____/S/_____
Ms. Karen Jones, Recording Secretary

Date: October 24, 2017

_____/S/_____
Mr. Ray Sigafoos, Chair

_____/S/_____
Mr. Steve Irwin, Secretary

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