

Yavapai College
District Governing Board
Regular Board Meeting

Tuesday, November 17, 2020
1:00 p.m.

Online Only

Link: <https://www.youtube.com/user/YavapaiCollege>

The College is committed to protecting the health and safety of its students, employees, and other community members during the COVID-19 pandemic. Therefore, until further notice, all College District Governing Board meetings will be held online only via Zoom. For the November Board Meeting, members of the public may provide comments to the Board during Open Call to the Public via Zoom. In order to participate, you will need to register in advance of the Board Meeting. Registration will close at Monday, November 16, 2020 at 5:00 p.m. As with in-person comments, each member of the public will be limited to three (3) minutes. You will need to complete the Yavapai College District Governing Board Request to Speak – OPEN CALL

electronic form: <https://forms.microsoft.com/Pages/ResponsePage.aspx?id=B6XmbwfnEE-7Q7hUTYj8XeTJmixF15jGiyb16Ax9Uv5URFNDRUZWMzhQQVJLUkxPNVRRU1VQMURSOS4u>

After submitting your completed form you will need to register at this link to participate:

https://yavapai.zoom.us/webinar/register/WN_7jpL6OjKSfGG-weSBCBM3w

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, A.3 and A.4, 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 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; or to consult with and instruct its attorneys regarding its position on contracts, litigation or settlement discussions. If 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 or closed caption, by contacting the Executive Assistant at (928)776-2307. Requests should be made as early as possible to allow time to arrange the accommodation.

Please note that meeting conclusion time is included for planning purposes only and does 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.

AGENDA

- 1.0 General Functions: Procedural (Reference: Board Policy 3.4 Agenda Planning)
 - 1.1 Call to Order (Reference: Board Policy 3.4 Agenda Planning) {Time: 1}
 - 1.2 Pledge of Allegiance (Reference: Board Policy 3.4 Agenda Planning) {Time: 1}
 - 1.3 Adoption of Agenda – **DECISION** (Reference: Board Policy 3.4 Agenda Planning) {Time: 5}
 - 1.4 Board Minutes Approval – **DISCUSSION AND DECISION** (Reference: Board Policy 3.5.4 Secretary) {Time: 5}
 - 1.4.1 Regular Board Meeting Minutes – Tuesday, October 20, 2020 (*Attached*)

- 1.5 Open Call - **INFORMATION** (Reference: Board Policy 3.1.1 Trustee Obligation and Board Policy 3.2.1 Ownership Linkage) {Time: 10}

- 2.0 New Business: (Reference Board Policy 3.2.1 Ownership Linkage)
 - 2.1 Consent Agenda – **DECISION** (Reference Board Policy 3.4.3.4 Consent Agenda) {Time: 5}
 - 2.1.1 Receipt of Report on Revenues and Expenditures for September 2020
(*Attached*)

 - 2.2 Overview and Environmental Scan of Yavapai County and Yavapai College – **INFORMATION AND DISCUSSION** (Reference: Board Policy 2.8.1.1 Timely Information & Criteria) {Time: 45}

 - 2.3 President’s Monitoring Reports – **MONITORING, DISCUSSION, AND DECISION** (Reference: Board Policy 3.4.4 President Monitoring) {Time: 10}
 - 2.3.1 Policy 2.3 Compensation and Benefits (*Attached*)

- 3.0 Information Business: (Reference: Board Policy 3.2.1 Ownership Linkage) –
 - 3.1 Board Self-Evaluation and Review of Board Policies **INFORMATION AND DISCUSSION** (Reference: Board Policy 3.1.5 Self-Evaluation) {Time: 10}
 - 3.1.1 Evaluation Board Policy 4 Board – President Linkage (*Attached*)
 - 3.1.2 District Governing Board Self-Evaluation (*Attached*)

 - 3.2 President’s Report - **INFORMATION** (Reference: Board Policy 2.8.1 Information to the Board) {Time: 45}
 - 3.2.1 Update on the College – Dr. Lisa Rhine
 - 3.2.1.1 Fall Enrollment Update – Dr. Tom Hughes
 - 3.2.1.2 Budget to Actual Monthly Report and Cash Reserves Monthly Report (*Attached*)
 - 3.2.1.3 Recruitment & Retention Update – Mr. Rodney Jenkins
 - 3.2.2 Faculty Senate Report – Dr. Jennifer Jacobson
 - 3.2.2.1 Fall 2019 Sabbatical Report from Ms. Beth Beecham – Study of Jane Austin (*Attached*)
 - 3.2.2.2 Spring 2020 Sabbatical Report from Mr. Chris Dunn – Investigation of a Dense Meteorite Collection Area (*Attached*)

 - 3.3 Board Liaisons Reports – **INFORMATIONAL AND DISCUSSION** (Reference: Board Policy 3.4 Agenda Planning) {Time: 10}
 - 3.3.1 Board Spokesperson – Board Chair Deb McCasland
 - 3.3.2 Arizona Association of Community College Trustees (AACCT) – Board Chair Deb McCasland and Board Member Ray Sigafos
 - 3.3.3 Yavapai College Foundation – Board Secretary Patricia McCarver and Board Chair Deb McCasland

 - 3.4 Dates and Time of Future Meetings and Events (Reference: Board Policy 3.4 Agenda Planning) {Time: 5}
 - 3.4.1 2020-2021 Dates, Times, and Places of Future Meetings (*Attached*)
 - 3.4.1.1 Board Budget Workshop and Regular Meeting on Tuesday, January 12, 2021 - **INFORMATION, DISCUSSION, AND DECISION** (*Attached*)
 - 3.4.1.2 April’s Board Regular Meeting - **INFORMATION, DISCUSSION, AND DECISION** (*Attached*)

3.4.1.3 2021-2022 Board Meeting Calendar - **INFORMATION,
DISCUSSION, AND DECISION**

3.4.2 2020-2021 Dates, Times, and Places of Future Events (*Attached*)

- 4.0 EXECUTIVE SESSION – A.R.S. §38-431.03(A)(1), Review of President’s Contract Terms – **PROCEDURAL** (Reference: Board Policy 4.5 President Compensation and Benefits) {Time: 45}

- 5.0 Convene in Public Session with Possible Action RE: Potential Amendments to President’s Contract Terms as a Result of Executive Session – **DECISION** (Reference: Board Policy 3.2 Board Job Description) {Time: 5}

- 6.0 Adjournment of Regular Meeting: Procedural - **DECISION** (Reference: Board Policy 3.4 Agenda Planning) {Time: 1}

Item # 1.4.1

Yavapai College
District Governing Board
Regular Board Meeting

Tuesday, October 20, 2020
1:00 p.m.

Online Only

Link: <https://www.youtube.com/user/YavapaiCollege>

Member Present:

Ms. Deb McCasland, Board Chair
Dr. Patricia McCarver, Secretary
Mr. Ray Sigafoos, Board Member
Mr. Paul Chevalier, Board Member
Mr. Mitch Padilla, Board Member

Administration Present:

Dr. Lisa B. Rhine, President
Atty. Lynne Adams, Board Attorney
Ms. Yvonne Sandoval, Executive Assistant

MINUTES

- 1.0 General Functions: Procedural (Reference: Board Policy 3.4 Agenda Planning)
 - 1.1 Call to Order (Reference: Board Policy 3.4 Agenda Planning) {Time: 1}
Chair McCasland called the Yavapai College District Governing Board Meeting to order at 1:00p.m.
 - 1.2 Pledge of Allegiance (Reference: Board Policy 3.4 Agenda Planning) {Time: 1}
The Pledge of Allegiance was led by Member Padilla.
 - 1.3 Adoption of Agenda – **DECISION** (Reference: Board Policy 3.4 Agenda Planning) {Time: 5}
Member Sigafoos moved, seconded by Member Padilla, to adopt the District Governing Board Agenda. Motion was carried unanimously.
 - 1.4 Board Minutes Approval – **DISCUSSION AND DECISION** (Reference: Board Policy 3.5.4 Secretary) {Time: 5}
 - 1.4.1 Regular Board Meeting Minutes – Tuesday, September 8, 2020 (*Attached*)
Member McCarver moved, seconded by Chair McCasland, to approve the Regular Board Meeting Minutes from Tuesday, September 8, 2020. Motion was carried with 4 Ayes (Ayes: McCasland, McCarver, Chevalier, and Padilla) Member Sigafoos had technical difficulties and was not able to vote.

- 2.0 New Business: (Reference Board Policy 3.2.1 Ownership Linkage)
- 2.1 Consent Agenda – **DECISION** (Reference Board Policy 3.4.3.4 Consent Agenda) {Time: 10}
- 2.1.1 Receipt of Report on Revenues and Expenditures for August 2020 (*Attached*)
- 2.1.2 Intergovernmental Agreement for Governor’s Office of Youth, Faith and Family (*Attached*)
- 2.1.3 Yavapai College District Governing Board Resolution 2020-04 (*Attached*)
- 2.1.4 Sixth Amendment to Intergovernmental Agreement for Mountain Institute Career and Technical Education District (*Attached*)
- 2.1.5 Waiver of Conflict of Interest from Yavapai County Attorney (*Attached*)
- Member Chevalier requested that agenda items 2.1.1 Receipt of Report on Revenues and Expenditures for August 2020 and 2.1.2 Intergovernmental Agreement for Governor’s Office of Youth, Faith and Family be removed from the Consent Agenda for discussion.

Member Chevalier moved, seconded by Member McCarver, to approve the Consent Agenda with the exception of agenda items 2.1.1. Receipt of Report on Revenues and Expenditures for August 2020 and 2.1.2 Intergovernmental Agreement for Governor’s Office of Youth, Faith and Family, which were removed for discussion. Motion was carried unanimously.

Regarding agenda item 2.1.1, Member Chevalier asked questions on the following reports: District Governing Board Expenditures Report, General Fund Report of Revenues and Expenditures, and Auxiliary Fund of Report of Revenues and Expenditures. A question was answered by Member Sigafos and the other questions were answered Dr. Ewell. There was no discussion on agenda item 2.1.2.

Member Chevalier moved, seconded by Member McCarver, to approve Consent Agenda items 2.1.1. Receipt of Report on Revenues and Expenditures for August 2020 and 2.1.2 Intergovernmental Agreement for Governor’s Office of Youth, Faith and Family. Motion was carried unanimously.

- 2.2 Refinance Revenue Bonds - Dr. Clint Ewell – **INFORMATION, DISCUSSION, AND DECISION** (Reference: 2.5 Financial Conditions & Activities) {Time: 20} (*Attached*)
- Member Sigafos moved, seconded by Member McCarver, to approve and adopt the Resolution Authorizing the Issuance and Sale of Revenue Refunding Bonds, Series 2021, as presented in the Board agenda packet. Motion was carried unanimously.**

- 2.3 Consideration on Conflict of Interest – Board Member Mitch Padilla- **INFORMATION AND DISCUSSION** (Reference: Board Policy 3.3.2 Conflict of Interest) {Time: 5}
- In light of concerns raised regarding potential conflicts of interest, Member Padilla provided information on a limited liability company, My College Road Map, that he started in 2016. The company assists high school students and their parents with college advising. Member Padilla indicated that he did not believe that a conflict of interest existed, but that he was no longer charging a fee for presentations. Attorney Adams confirmed that under the present circumstances, no conflict exists.

- 2.4 Spring 2021 College's Reentry Plan – Dr. Lisa Rhine - **INFORMATION, DISCUSSION, AND DECISION** (Reference: Board Policy 2.6.1 Insurance) {Time: 15} (*Attached*)
The Board members discussed their concerns. Drs. Rhine, Ryan, and Ewell provided additional logistics on how classes will operate safely in the spring semester.

Member McCarver moved, seconded by Member Sigafos, to approve expanding Spring 2021 offerings to seventy-five percent virtual and twenty-five percent hybrid instructions and allowing the College to rent space to the church with safety protocols in place and signed liability waivers for attendees. The Board also delegates authority to the College President to expand or restrict on-campus services and course offerings for Spring 2021 should the COVID-19 situation improve or worsen, provided that the District Governing Board is informed of any changes to the operating plans. Motion was carried 4 Ayes (Ayes: McCasland, McCarver, Sigafos, and Padilla) and 1 Nay (Nay: Chevalier).

- 2.5 Proposed Scholarship, Tuition, and Fees for Fiscal Year 2022 - Dr. Clint Ewell – **INFORMATION, DISCUSSION, AND DECISION** (Reference: Board Policy 2.5 Financial Conditions & Activities) {Time: 20} (*Attached*)
Board Member Chevalier asked why the College used across-the-board percentage pay increases for employees and not merit base increases. Dr. Ewell stated that universally applicable percentage increases are the norm in higher education, but the College is working towards merit based increases. The Board members provided additional comments regarding the tuition and fee proposal.

Member Sigafos moved, seconded by Member Padilla, to approve the administration's proposed scholarship, tuition and fee schedule for Fiscal Year 2022, which included the following details: no changes to in-state, out-of-state, and market-based tuition, with the exceptions noted; no change to general course fees; no changes to dual credit, senior citizen, promise, and full time student discounts and scholarships; a five percent increase for aviation courses; a two percent increase for auxiliary services, including residence halls and meal plans; and allowing out-of-state athletes to pay W.U.E tuition rates.

Board Member Chevalier asked a question about the W.U.E. rates for out-of-state athletes. Dr. Ewell and Mr. Jenkins provided information regarding the proposed change and its importance to the College.

Motion was carried unanimously.

- 2.6 Budget Revision Request for Fiscal Year 2021 and Budget Format for Fiscal Year 2022 – Board Member Paul Chevalier – **INFORMATION, DISCUSSION, AND DECISION** (Reference: Board Policy 2.5 Financial Conditions & Activities) {Time: 20}
Member Chevalier read a statement on revising the current adopted College budget to reflect the current and projected income and expenses for the rest of the year. Member Chevalier requested Dr. Ewells' input. Dr. Ewell stated that the College has

always adjusted its internal budgets and financial information presented to the Board to reflect actual enrollment and to stay within the expectations of the Board.

Attorney Adams stated that the College already has an official budget that was adopted in accordance with Arizona law and which reflected the required budget format. This request would be for a revision in how items are presented to Board. Member Chevalier confirmed that he does want an official revision of the College's budget.

Member Sigafoos stated that it does not make sense to unofficially change the budget that is already in place. The Board knows the budget will be different as every fiscal year unfolds and that numbers change. Member McCarver stated that any changes now to the budget would also be a guess and the staff would be continually changing the budget on a future that is never certain.

Member Chevalier withdrew his request.

Member Sigafoos questioned Dr. Ewell to confirm that the College followed the process for approving its budget, that the budget format is established by law and regulation, and that the budget format is different for cities and towns. Mr. Sigafoos noted that having an internal budget document that differs from the officially adopted format is ok but the proposed budget we prepare and provide to the public must be in the fashion that the General Auditor provides to the College.

Member Padilla asked Member Sigafoos if he would opposed the College President providing the budget to the Board in a more-detailed format. Member Sigafoos stated no, but it would have to be internal document.

Member Chevalier stated that there is nothing in the Arizona law that restricts the College from expanding on the narrow things that the state requires in the official budget. Second, it is up to the College President to decide what to put into the budget that is provided to the Board, and he does not want to restrict the President's ability to expand the reporting.

Chair McCasland moved, seconded by Member Sigafoos, to continue with the budget preparation and format that the Board currently uses, which is in accordance with state law, and to require no changes by the President to that process and format. Motion was carried 4 Ayes (Ayes: McCasland, McCarver, Sigafoos, and Padilla) and 1 Nay (Nay: Chevalier)

- 2.7 Planned Maintenance for the Performing Arts Center – Dr. Clint Ewell - **INFORMATION, DISCUSSION, AND DECISION** (Reference: Board Policy 2.5 Financial Conditions & Activities) {Time: 10} *(Attached)*
Board Member Padilla asked if the College could apply for state or federal money for facilities improvements. Dr. Ewell stated he will investigate any grants.

Member Sigafoos moved, seconded by Member McCarver, to approve the increase for the planned maintenance by \$750,000 to begin repairs on the roof and HVAC on the Performing Arts Center this fiscal year. Motion was carried unanimously.

Short Recess – Meeting recessed at 2:56 p.m.; reconvened at 3:10 p.m.

- 2.8 The Association of Community College Trustee Consultant Contract Revision – Board Chair Deb McCasland - **INFORMATION, DISCUSSION, AND DECISION** (Reference: Board Policy 2.5 Financial Conditions & Activities) {Time: 10} *(Attached)*
Member Sigafos moved, seconded by Chair McCasland, to approve the amendment to the Association of Community College Trustee consultant contract. Motion was carried unanimously.
- 2.9 Honorary Naming of the Soccer Practice Field – Mr. Rodney Jenkins - **DISCUSSION AND DECISION** (Reference: Board Policy 3.2.1.4 Other Activities) {Time: 10} *(Attached)*
 Chair McCasland and Member Sigafos provided comments.
Member Sigafos moved, seconded by Member McCarver, to name the College’s soccer practice field in honor of Coach Michael Pantalione. Motion was carried unanimously.
- 2.10 President’s Monitoring Reports – **MONITORING, DISCUSSION, AND DECISION** (Reference: Board Policy 3.4.4 President Monitoring) {Time: 15}
- 2.10.1 Policy 2.2 Treatment of Students *(Attached)*
Member McCarver moved, seconded by Chair McCasland, we have read the President’s Monitoring Report regarding policy 2.2, 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 2.2. Motion was carried 4 Ayes (Ayes: McCasland, McCarver, Sigafos, and Chevalier) and 1 Abstention (Padilla).
- 3.0 Information Business: (Reference: Board Policy 3.2.1 Ownership Linkage) –
- 3.1 Board Self-Evaluation and Review of Board Policies **INFORMATION AND DISCUSSION** (Reference: Board Policy 3.1.5 Self-Evaluation) {Time: 30}
- 3.1.1 Evaluation Board Policy 3 Governance Process *(Attached)*
- 3.1.2 Evaluation Board Policy 3.2 Board Job Description *(Attached)*
- 3.1.3 Evaluation Board Policy 4.2 Accountability of the President *(Attached)*
- 3.1.4 Review Board Policy 4.3 Delegation to the President *(Attached)*
- 3.1.5 District Governing Board Self-Evaluation *(Attached)*
 The Board discussed many of the comments included in each of these documents. Several of the comments related to potential revisions to current policy language. The Board’s Executive Assistant will track those requests so that they can be considered when the Board next reviews its policies.
- 3.2 President’s Report - **INFORMATION** (Reference: Board Policy 2.8.1 Information to the Board) {Time: 50}
- 3.2.1 Update on the College – Dr. Lisa Rhine
- 3.2.2 Budget to Actual Monthly Report and Cash Reserves Monthly Report *(Attached)*
 The Budget to Actual Monthly Report and Cash Reserves Monthly Report is provided in the Board packet.
- 3.2.3 Faculty Senate Report – Dr. Jennifer Jacobson

- 3.2.3.1 Compassionate Care in Behavioral Health – Dr. Karly Way
(Attached)
Dr. Way gave a presentation on the twelve-credit hour online program for Spectrum Health employees.
- 3.2.4 Recruitment & Retention Update – Mr. Rodney Jenkins
Because of the length of this meeting, this agenda item was tabled until the next Board Meeting in November 2020.
- 3.3 Board Liaisons Reports – **INFORMATIONAL AND DISCUSSION** (Reference: Board Policy 3.4 Agenda Planning) {Time: 15}
 - 3.3.1 Board Spokesperson – Board Chair Deb McCasland
Chair McCasland had no activity to report.
 - 3.3.2 Arizona Association of Community College Trustees (AACCT) – Board Chair Deb McCasland and Board Member Ray Sigafos *(Attached)*
Chair McCasland reported on the proposal from the Arizona Association of Community College Trustees (AACCT) Funding for Professional Staff and Operational Expenses.
 - 3.3.3 Yavapai College Foundation – Board Secretary Patricia McCarver and Board Chair Deb McCasland
Member McCarver reported on Marketing’s report and the COVID Plan from September’s Foundation meeting. October’s Foundation meeting included reports from Dr. Redd on Sedona Campus and Verde Valley Skilled Trade Center, the announcement of Ms. Mary Talosi the new interim director of Foundation, a report that the virtual fundraising during COVID the Foundation has raised five thousand dollars, and information regarding the Wine Center’s online campaign.
- 3.4 Dates and Time of Future Meetings and Events (Reference: Board Policy 3.4 Agenda Planning) {Time: 10}
 - 3.4.1 2020-2021 Dates, Times, and Places of Future Meetings *(Attached)*
 - 3.4.1.1 November 17, 2020 Board Meeting In-Person -
INFORMATION, DISCUSSION, AND DECISION
(Attached)
Chair McCasland moved, seconded by Member Padilla, to have the November 17, 2020 Board Meeting in-person at the Verde Valley Campus. Motion failed. 2 Ayes (Ayes: McCasland, Padilla) and 3 Nays (Nays: McCarver, Sigafos, and Chevalier)

In light of the Board’s action on this item, the November 17, 2020 meeting will be held virtually over Zoom only.
 - 3.4.1.2 Selecting the Board Dinner Date/Time/Location in December 2020 **INFORMATION, DISCUSSION, AND DECISION**
(Attached)
The Board has agreed to allow the College staff to plan the Board Dinner for December, and the Board will make the final decision at the November 2020 meeting.

3.4.1.3 Board Retreat Dates - **INFORMATION, DISCUSSION, AND DECISION** (*Attached*)

Each Board Member confirmed that they are available on both sets of dates, and the College Staff will confirm the dates.

3.4.2 2020-2021 Dates, Times, and Places of Future Events (*Attached*)

4.0 Adjournment of Regular Meeting: Procedural - **DECISION** (Reference: Board Policy 3.4 Agenda Planning) {Time: 1}

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

Regular meeting adjourned at 4:34 p.m.

Respectfully submitted:

Yvonne Sandoval, Recording Secretary

Date:

Ms. Deb McCasland, Board Chair

Dr. Patricia McCarver, Secretary

Item #2.1.1

YAVAPAI COLLEGE

FINANCIAL UPDATE

September 2020

FY2019-2020 Close and Audit

- The year-end close for FY2019-20 is planned for November 2020.
- The auditors began their field work on October 12, 2020. The audit report (Comprehensive Annual Financial Report) will be issued in mid-December 2020 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 FY2019-20 will be presented to the Board in early 2021.

FY 2020-2021 Budget

General Fund

- Total property taxes collected in a fiscal year, including past due taxes from prior years, has averaged approximately .2% less than the current year levy. We expect collections to decrease slightly due to the effects of COVID-19 which will be covered by the budgeted property tax contingency account.
- Tuition and fees is projected to come in below budget for the fiscal year based upon a 9.8% decrease in fall enrollment. This shortfall will largely be covered by the budgeted tuition and fees contingency set-aside and reduced spending as result of the pandemic.

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. An example is 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.

- The total Auxiliary fund is projected to be below budget for the fiscal year due to the effects of COVID-19. The largest decreases are expected to be in the residence halls, the FEC and community events. Several full-time employees have been moved to other departments which will lessen the impact. The total amount of the shortfalls will depend upon several factors including the college's ability to operate at closer to normal levels in the spring of 2021.

Unexpended Plant Fund

- The Unexpended Plant Fund currently has a deficit due to a significant amount of Capital Improvement Projects (CIP) being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

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

**For the Three Months Ended September 30, 2020
Fiscal Year 2020-2021**

District Governing Board

Fiscal Year 2020-21 Budget:

\$ 181,450 *

	<u>Purpose</u>	<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Total Expenditures/ Encumbrances</u>	
EXPENDITURES (note 1):					
Salary Expenses	Staff Support	\$ 10,892	\$ 28,517	\$ 39,409	
Association of Community College Trustees	Membership & Conference Fees	7,420	-	7,420	
Association of Community College Trustees	Consulting & Facilitation Fees	-	12,200	12,200	
JS Reporting, Inc.	Captioning Services	450	-	450	
Osborn Maledon PA	Legal Counsel	9,839	50,161	60,000	
Ourboardroom Technologies	Software Maintenance	6,708	-	6,708	
Supplies/Other	Various Vendors	46	-	46	
YC Printing Services	Printing	332	-	332	
				<u>126,565</u>	
Remaining Budget - September 30, 2020					<u>\$ 54,885</u>

* Original budget reduced by \$80,000. Yavapai County Elections will not be invoicing the District for November elections because the candidates ran unopposed.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Three Months Ended September 30, 2020 - 25.0% of the Fiscal Year Complete

Fiscal Year 2020-2021

GENERAL FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 20/21 Budget</u>	<u>Percent of Budget</u>	<u>FY 20/21 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 19/20 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>		
REVENUES:											
Primary Property Taxes	\$ 9,800,634		\$ 9,800,634	\$ 39,320,500	24.9%	\$ 39,222,200	\$ (98,300)	\$ 9,497,022	3.2%		
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(51,700)	98,300	-	0.0%		
Tuition and Fees	5,010,738		5,010,738	11,647,000	43.0%	10,831,700	(815,300)	5,531,939	-9.4%		
Tuition and Fees - Contingency	-		-	(570,000)	0.0%	-	570,000	-	0.0%		
State Appropriations	146,450		146,450	585,800	25.0%	585,800	-	590,675	-75.2%		
Other Revenues	42,954		42,954	419,700	10.2%	\$ 381,900	(37,800)	66,528	-35.4%		
Interest Income	574		574	54,900	1.0%	54,900	-	60,401	-99.0%		
Fund Balance Applied to Budget	492,100		492,100	1,968,400	25.0%	1,968,400	-	950,000	-48.2%		
General Fund Transfer In/(Out)	(1,152,925)		(1,152,925)	(4,611,700)	25.0%	(5,088,923)	(477,200)	(1,603,275)	-28.1%		
TOTAL REVENUES	14,340,525		14,340,525	48,664,600	29.5%	47,904,277	(760,300)	15,093,290	-5.0%		
		<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 20/21 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 20/21 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 19/20 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>
EXPENDITURES (Note 1):											
Instruction		\$ 3,264,043	\$ 7,724,695	\$ 7,567,971	\$ 3,420,767	\$ 19,327,900	17.7%	\$ 19,037,943	\$ (289,967)	\$ 3,657,663	-10.8%
Academic Support		1,211,912	2,047,505	1,987,924	1,271,493	4,432,200	28.7%	4,387,878	(44,322)	1,285,273	-5.7%
Institutional Support		3,213,328	5,124,176	4,376,428	3,961,076	10,487,100	37.8%	10,350,768	(136,332)	4,429,782	-27.5%
Student Services		1,303,903	2,702,637	2,626,235	1,380,305	6,479,600	21.3%	6,414,804	(64,796)	1,565,087	-16.7%
Operation/Maintenance of Plant		1,310,817	2,645,953	2,159,355	1,797,415	6,467,100	27.8%	6,402,429	(64,671)	1,928,591	-32.0%
Scholarships		150,623		-	150,623	1,121,900	13.4%	1,020,929	(150,936)	409,722	-63.2%
Public Service		73,202	205,561	205,561	73,202	348,800	21.0%	341,824	(6,976)	76,188	-3.9%
TOTAL EXPENDITURES		10,527,828	20,450,527	18,923,474	12,054,881	48,664,600	24.8%	47,956,574	(758,000)	13,352,306	-21.2%
SURPLUS/(DEFICIT)					\$ 2,285,644	\$ -					

COMMENTS:

First quarter State Aid was received in July 2020.

Tuition and Fees revenues above budget due to most of the revenue related to the fall 2020 semester being recorded. This will even out over the next few months. Tuition & Fees is below the prior year due to COVID-19 and reduced enrollment. The budget includes a transfer of \$1,080,000 of CARES Act monies coming from the Restricted fund. Of this amount \$380,000 was spent at the end of last fiscal year to take care of immediate needs. Much of the remaining \$700,000 is being spent directly out of the Restricted fund due to the Federal grant guidelines which were communicated after the FY 2020-21 budget was adopted.

Instructional expenditures primarily under budget due to faculty contracts beginning in mid-August.

Institutional Support expenditures above budget due to the payment and or encumbering of various expenses at the beginning of the fiscal year (e.g. insurance, software licenses, IT maintenance, dues, etc.).

Scholarships are below the prior year by 63.2% mainly as a result of athletics not being played for the fall semester.

The Budget currently has a surplus of \$2,285,644.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND - TOP TEN EXPENDITURES BY ACCOUNT & ACCOUNTS GREATER THAN \$100,000

For the Three Months Ended September 30, 2020 - 25.0% of the Fiscal Year Complete

Fiscal Year 2020-2021

<u>Expenditures By Account</u>	<u>Year to Date (As of 9/30/20)</u>	<u>Prior Year (As of 9/30/19)</u>	<u>Percent Change</u>	
Salary and Benefites	\$ 7,689,794	\$ 7,963,683	-3.4%	1
Maintenance Contracts - Software	842,086	822,436	2.4%	
Liability Insurance	330,003	340,488	-3.1%	
Electricity	279,808	325,834	-14.1%	2
Supplies - Software/Licenses	210,428	204,559	2.9%	
Scholarship Expense	174,822	402,346	-56.5%	3
Supplies - General	123,491	81,198	52.1%	4
Contractual Services - Other	114,074	233,711	-51.2%	5
Memberships & Dues - Instit'l	98,189	93,082	5.5%	
Other	492,462	875,859	-43.8%	6
	<u>\$ 10,355,157</u>	<u>\$ 11,343,196</u>	<u>-8.7%</u>	

- 1** - Salary and Benefits decreased by 3.4% as a result of several full-time vacant positions being held open and a large decrease in part-time wages due to COVID-19.
- 2** - Electricity decreased from the prior year due to campus/center closures resulting from COVID-19.
- 3** - Scholarship Expense primarily decreased as a result of athletics not being played for the fall semester.
- 4** - Supplies General increased due to additional resources needed as a result of COVID-19 (PPE such as face coverings).
- 5** - Contractual Services is significantly less than the prior year mainly due to the Outward Mindset training provided by the Arbinger Institute last fiscal year.
- 6** - Other represents over 50 accounts that include items such as printing, merchant credit card fees, supplies (e.g. custodial, HVAC), travel, telephone/internet, and equipment maintenance contracts. While most of the decrease is a result of COVID-19 and goods/services not being used this fiscal year, some of the decrease can be attributed to the timing of payments.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Three Months Ended September 30, 2020 - 25.0% of the Fiscal Year Complete

Fiscal Year 2020-2021

RESTRICTED FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
REVENUES:					
Federal Grants and Contracts	\$ 3,705,448		\$ 3,705,448	\$ 12,435,000	29.8%
State Grants and Contracts	50,149		50,149	254,000	19.7%
Private Gifts, Grants and Contracts	321,649		321,649	1,044,000	
Proposition 301 Funds	343,786		343,786	420,500	81.8%
State Appropriation - STEM Workforce	174,375		174,375	697,500	25.0%
Fund Balance Applied to Budget	15,000		15,000	60,000	25.0%
Restricted Fund Transfer Out	-		-	(1,080,000)	0.0%
Reimbursement Due	68,755		68,755	N/A	N/A
TOTAL REVENUES	4,679,162		4,679,162	13,831,000	33.8%

	<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>
EXPENDITURES (Note 1):						
Instruction	\$ 290,293	\$ 659,019	\$ 445,385	\$ 503,927	\$ 2,242,100	22.5%
Academic Support	81,320	-	-	81,320	-	100.0%
Institutional Support	72,576	-	-	72,576	-	100.0%
Student Services	322,870	485,315	432,740	375,445	1,499,400	25.0%
Operation/Maintenance of Plant	39,743	-	-	39,743	-	100.0%
Scholarships	3,463,114	-	-	3,463,114	9,930,500	34.9%
Public Service	49,782	68,158	60,068	57,872	159,000	36.4%
TOTAL EXPENDITURES	4,319,698	1,212,492	938,193	4,593,997	13,831,000	33.2%
SURPLUS/(DEFICIT)				\$ 85,165		

COMMENTS:

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

First quarter STEM Workforce appropriation was received in July 2020.

Academic Support, Institutional Support and Operation/Maintenance of Plant expenditures were spent from the federal CARES Act Institutional funds received by the college, and we not specifically budgeted.

Scholarships at 34.9% of budget due to fall 2020 financial aid awards being made.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Three Months Ended September 30, 2020 - 25.0% of the Fiscal Year Complete

Fiscal Year 2020-2021

AUXILIARY FUND

	<u>Budgeted Revenues</u>	<u>Budgeted Expenses</u>	<u>Budgeted Surplus/ (Deficit)</u>	<u>Actual Revenues</u>	<u>Actual Expenditures and Non-Labor Encumbrances</u>	<u>Year-to-date Surplus/ (Deficit)</u>
AUXILIARY ENTERPRISES						
Residence Halls and Summer Conferences	\$ 626,000	\$ 348,950	\$ 277,050	\$ 78,926	\$ 64,196	\$ 14,730
Transfer To Debt Fund to Pay Revenue Bonds	(400,950)	-	(400,950)	(100,975)	-	(100,975)
Subtotal - Residence Halls and Summer Conferences	225,050	348,950	(123,900)	(22,049)	64,196	(86,245)
Bookstore Rental and Commissions	130,000	-	130,000	31,340	-	31,340
Food Service & Vending	35,500	286,000	(250,500)	1,695	38,255	(36,560)
Edventures	424,800	382,600	42,200	(5,285)	9,798	(15,083)
Winery - Tasting Room	153,800	319,300	(165,500)	54,096	66,187	(12,091)
Family Enrichment Center	452,800	741,800	(289,000)	65,777	127,845	(62,068)
Community Events	607,000	989,300	(382,300)	140,655	197,432	(56,777)
Performing Arts Productions	198,500	236,150	(37,650)	-	22,626	(22,626)
SBDC (Federal Grant Match Requirement)	-	97,300	(97,300)	-	12,723	(12,723)
Yavapai College Foundation	422,600	422,600	-	84,741	84,741	-
Other Auxiliary Enterprises	82,500	74,200	8,300	4,995	12,789	(7,794)
Fund Balance Applied to Budget	100,000	-	100,000	25,000	-	25,000
General Fund Transfer In	2,256,450	-	2,256,450	564,113	-	564,113
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,090,800	(1,090,800)	-	272,700	(272,700)
	<u>5,089,000</u>	<u>5,089,000</u>	<u>-</u>	<u>945,078</u>	<u>909,292</u>	<u>35,786</u>

Comments:

The Budget currently has a surplus of \$35,786, however, the Auxiliary Fund is expected exceed budget due to the effects of COVID-19. The largest decreases are expected to be in the residence halls, FEC and Community Events. Several full-time employees have been moved to other departments which will lessen the impact. The total amount of the shortfalls will depend upon several factors including the college's ability to operate at closer to normal levels in the Spring of 2021.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Three Months Ended September 30, 2020 - 25.0% of the Fiscal Year Complete

Fiscal Year 2020-2021

UNEXPENDED PLANT FUND

	<u>Year-to-Date Revenues</u>			<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>	
REVENUES:							
Primary Property Taxes	\$ 2,091,333			\$ 2,091,333	\$ 8,390,500	24.9%	
Primary Property Taxes - Contingency	-			-	(45,000)	0.0%	
Investment Income	1,361			1,361	30,000	4.5%	
Other	-			-	30,000	0.0%	
General Fund Transfer In	2,000,000			2,000,000	2,000,000	100.0%	
TOTAL REVENUES	4,092,694			4,092,694	10,405,500	39.3%	
		<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>
EXPENDITURES (Note 1):							
Planned Maintenance		\$ 1,033,525	\$ 779,026	\$ -	\$ 1,812,551	\$ 3,166,000	57.3%
Unplanned Maintenance		50,204	94,343	-	144,547	275,600	52.4%
Capital Improvement Projects		318,264	1,244,048	-	1,562,312	4,053,200	38.5%
Equipment		529,129	663,492	-	1,192,621	2,091,000	57.0%
Furniture and Fixtures		18,769	28,826	-	47,595	257,500	18.5%
Library Books		987	48,629	-	49,616	98,700	50.3%
Contributions to Capital Projects Accumulation Account		-	-	-	-	201,000	0.0%
Operating Contingency		-	-	-	-	262,500	0.0%
TOTAL EXPENDITURES		1,950,878	2,858,364	-	4,809,242	10,405,500	46.2%
SURPLUS/(DEFICIT)					(716,548)	-	

COMMENTS:

The Budget currently has a deficit of (\$716,548) as a result of a significant amount of Capital Improvement and Preventative Maintenance projects being encumbered for the fiscal year. The supporting revenues/transfers will be received over the remaining fiscal year.

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

Item #2.3.1

Executive Limitations 2.3 - Compensation and Benefits October 2020

End Statement 2.3:

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College's fiscal integrity or public image

President's Interpretations:

- *Jeopardizing Fiscal Integrity* shall mean causing a fiscal condition that doesn't allow the college to meet its payroll obligations.
- *Jeopardizing Public Image* shall mean acting in such a way that negatively impacts the reputation of the college

Indicator(s) of Compliance:

We will know we are compliant when:

- A. independent audits of financials and internal controls yield no findings
- B. the college meets its payroll obligations by insuring employees are paid on time, and in a manner prescribed by Arizona statute and federal law
- C. the college demonstrates good stewardship through regularly scheduled review and analysis of compensation policies

Supporting Evidence:

A. Independent Audit Findings

In its independent audit report of YC financials including HR and Business Office payroll internal controls for the year ending June 30, 2019, the audit report states:

"In our opinion, based on our audit and the report of the other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and discretely presented component unit of the District as of June 30, 2019, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with U.S. generally accepted accounting principles."

B. Payroll Processing On Time

Payroll is processed on a bi-weekly basis. The following table demonstrates that employees were paid on time throughout FY20:

Date ACH File Created and Checks Printed	Pay Date	Payroll Processed Timely
1/16/2019	1/18/2019	✓
1/30/2019	2/1/2019	✓
2/12/2019	2/15/2019	✓
2/27/2019	3/1/2019	✓
3/6/2019	3/15/2019	✓
3/26/2019	3/29/2019	✓
4/10/2019	4/12/2019	✓
4/23/2019	4/26/2019	✓
5/8/2019	5/10/2019	✓
5/22/2019	5/24/2019	✓
6/4/2019	6/7/2019	✓
6/19/2019	6/21/2019	✓
7/2/2019	7/5/2019	✓
7/17/2019	7/19/2019	✓
7/30/2019	8/2/2019	✓
8/14/2019	8/16/2019	✓
8/28/2019	8/30/2019	✓
9/11/2019	9/13/2019	✓
9/24/2019	9/27/2019	✓
10/9/2019	10/11/2019	✓
10/23/2019	10/25/2019	✓
11/6/2019	11/8/2019	✓
11/20/2019	11/22/2019	✓
12/4/2019	12/6/2019	✓
12/17/2019	12/20/2019	✓
12/19/2019	1/3/2020	✓

C. Compensation Policies

The college has several policies that guide compensation practices to maintain fiscal soundness and positive public image. These include:

- 2.06: [Administrative Procedures for Payroll](#)
- 2.17: [Total Compensation](#)
- 2.42: [Compensation of Faculty and Staff](#)
- 2.43: [Call-In Pay – Unscheduled](#)
- 2.02: [Hours of Work](#)

Policy 2.17: [Total Compensation](#) establishes the approach to compensation by establishing:

Yavapai College is committed to providing total compensation, including salary and benefits, that enable the College to attract, retain, and motivate skilled, talented, and diverse employees.

The President delegates responsibility to the Chief Human Resources Officer to recommend and administer total compensation programs and practices that are:

- *Internally equitable*
- *Externally competitive within the geographic and professional market for the skills employed within the financial capability of the College*
- *In compliance with College policies and applicable laws and regulations*
- *Developed through appropriate collaborative efforts with affected employee groups and committees, as applicable*
- *Appropriately documented through applicable summary plan descriptions, enrollment material, policies and procedures.*

The President considers and approves recommendations for changes.

Policies are reviewed when compensation related laws change, the college approach to compensation changes, or as needed to insure relevancy to the current state of the institution.

Executive Limitations 2.3.1 - Employment

End Statement 2.3.1:

Further, without limiting the scope of the above statements by the following list, the President shall not: Promise or imply guaranteed employment.

President’s Interpretation:

Promise or imply guaranteed employment shall mean communicating to an individual that their employment with the college is ensured.

Indicator(s) of Compliance:

We will know we are compliant when:

- A. The college has policies and procedures defining the at will employment relationship, establish employment classification and status, and outline performance expectations and procedures for termination
- B. At will employment is terminated when it is determined the employment relationship is no longer serving the needs of the college
- C. Full time employee performance is evaluated on an annual basis
- D. Total Rewards statements communicating terms of employment for full-time employees are updated on a regular basis

Supporting Evidence:

A. Employment Policies

In accordance with Arizona law, for all employees except for the President, the College's employment relationship is designated as an "at will" relationship based upon mutual consent. The relationship can be ended at any time, with or without cause or notice.

In addition, no manager or representative of the College, other than the President or designee, has any authority to enter into any employment agreement for any specified period of time. Any employment agreements made by the President and/or President's designee must be in writing and clearly state it is an employment agreement.

Upon hire, each employee signs an at will acknowledgement statement to this effect.

At Will Employment Acknowledgement Statement

Your signature below will serve as evidence of your acceptance of the appointment to the position(s) you were hired for and which you might obtain while employed with Yavapai College. The College may, in sole discretion, modify your duties and/or assignments, including reassigning or transferring you to another position within the Yavapai County Community College District.

In accordance with Arizona law, the College's employment relationship with you is at will, and based upon mutual consent. This notice does not constitute a contract. This means that either you or the College may choose to end the employment relationship at any time, with or without cause or notice.

No manager or representative of the College, other than the President, has any authority to enter into any agreement with you for employment for any specified period of time. If made, any such agreement shall not be enforceable unless it is in writing, states it is an employment agreement, and is signed by you and the President or President's designee.

Year	Number of At Will Acknowledgements
2015-2016	345
2016-2017	315
2017-2018	302
2018-2019	325
2019-2020	253

In addition to the at will employment relationship, the College has several policies that further define the employment relationship and procedures for terminating employment for cause.

- 2.01: [Employee Classification and Status](#)
- 2.21: [Performance Expectations and Corrective Action](#)
- 2.36: [Severance of Employment of Full-Time Faculty](#)
- 2.45: [Separation from Employment](#)
- 2.48: [FLSA Employment Categories](#)

B. Employment Relationship Terminations

Policy 2.21: [Performance Expectations and Corrective Action](#) outlines expectations of employment and consequences for not following these expectations up to an including involuntary termination.

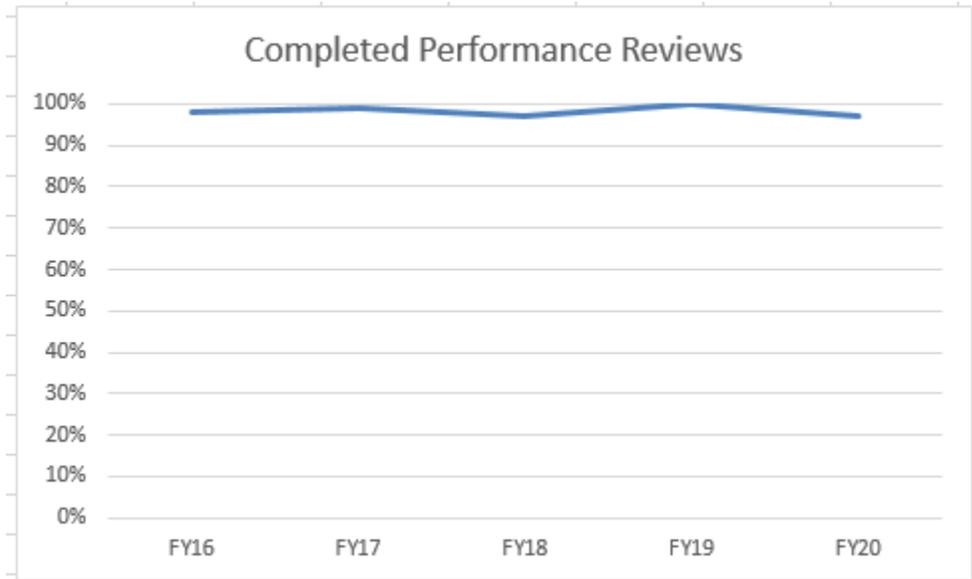
Year	Number of Involuntary Terminations
2016-2017	7 = 16% of total separations (44)
2017-2018	3 = 6% of total separations (49)
2018-2019	5 = 6% of total separations (80)
2019-2020	6 = 12% of total separations (50)

C. Performance Reviews

Each year, supervisors review the performance of employees and establish goals for the next rating term using a standard employee evaluation tool. For the 2019-2020 evaluation cycle the performance evaluation tool was re-vamped to better align with organizational priorities and culture and moved into an on-line environment.

The pilot group for the on-line annual review included 22 supervisor, 29 staff, and 26 faculty. Feedback from the pilot was good and adjustments made to improve the instrument and process. For the 2020-2021 review cycle, all evaluations will be done on-line.

Per Human Resource records, 97% of reviews were completed and submitted for FY 2020. Employees who are “Not Meeting” expectations do not receive a raise for the coming year. In cases of ongoing or extreme poor performance, the College uses progressive disciplinary steps up to and including separation.



D. Total Rewards Statements

Beginning the 2020-2021 fiscal year, with the implementation of a new on-line benefits portal, the Human Resources Department began to provide full-time employees with a Total Rewards Statement. This statement outlines an employee’s total compensation including base pay, health and life benefits, retirement, and time off benefits. This statement is available to employees through their Benefits portal and demonstrates to employees the College’s commitment to their success as an employee and helps employees realize the full value of the college compensation program. The statement further outlines the terms and conditions of the employment relationship.

A sample total rewards statement is attached.

Executive Limitations 2.3.2 – Market Comparison

End Statement 2.3.2:

Further, without limiting the scope of the above statements by the following list, the President shall not: Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

President's Interpretation:

I interpret this policy to mean that YC will create and maintain externally competitive and internally equitable classification, compensation plans that are in compliance with applicable laws, are fiscally responsible and that attract and retain a high quality and diverse workforce, along with an employee benefits program that is externally competitive, fiscally responsible and encourages and supports wellness and well-being.

Indicator of Compliance:

We will know we are compliant when:

- A. The periodic review of positions show that positions are placed in the salary grade that reflects the appropriate market for that position
- B. The review of employee placement within the position grade shows that compensation reflects employee experience and education, and is equitable between employees in the same grade
- C. The college's benefit packages, when compared to others in the geographic area or professional market, are competitive and offset the higher cost of living in Yavapai County
- D. Benefit programs that promote wellness and well-being such as teledoc, employee assistance programs, and wellness programs are well utilized and have high employee satisfaction

Supporting Evidence:

A. Market Review of Positions

Policy 2.42: [Compensation of Faculty and Staff](#) outlines the process the College uses to maintain equitable compensation. The policy states:

"Yavapai College is committed to ensuring that its salary structures and pay ranges are up to date and shall conduct market surveys as part of a rotational cycle. There will be a planned approach to ensure that the classification of employees and allocation to grades are based on principles of current job evaluation methods. If special requests are made, additional salary surveys may also be conducted."

Positions are reviewed on a three-year cycle as follows:

Fiscal Year	Grades Reviewed
2015-2016	9-13
2016-2017	14 and above

2017-2018	3-8
2018-2019	9-13
2019-2020	3-8*

*2019-2020 was an off-cycle year. Lower grades were evaluated to address minimum wage compression, shift differential equity, and change in FLSA exempt wage threshold.

For the year 2019-2020 the Human Resources Department introduced a new compensation review tool (salary.com) that provides the opportunity to conduct market reviews pin-pointed to more relevant markets. The department uses three data points and compares positions to the Arizona community college and higher education markets and to CUPA-HR salary surveys.

A sample market analysis for a position is attached.

B. Employee Placement in Grade

A new method of employee placement within grade was implemented for the 2019-2020 compensation review cycle.

2019-2020 Compensation Study Metrics*

Employees Impacted By Study	119
Number of FLSA status changes	4
Number of job title changes	15
Number of employees with grade changes	34
Number of employees no increases**	43
Number of employees receiving increases	75

Average Salary Increases	
All Employees	2%
Employees with one grade change	3%
Employees with two grade changes	5%
Employees with three grade changes	7%
Maximum equity adjustment	3%

Notes:

* Historical data is not available for these metrics.

**Employees whose jobs are properly placed according to the market and who maintain internal equity do not receive pay increases.

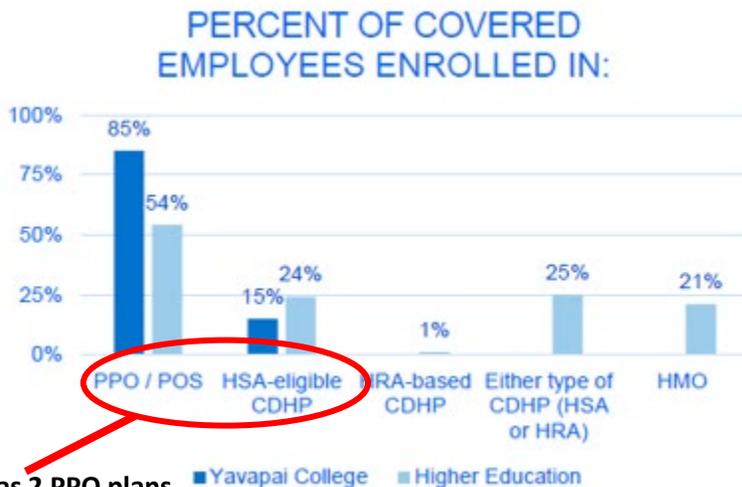
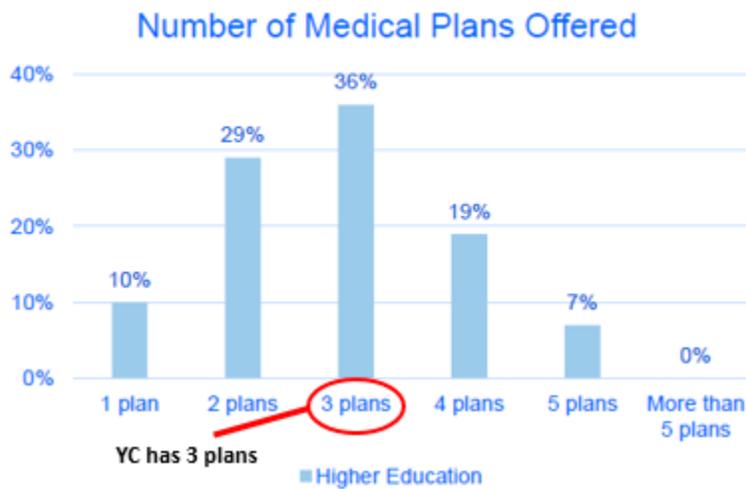
C. Benefits Market Analysis

Yavapai College is a member of the Yavapai County Trust (YCT). The YCT members include four entities (City of Prescott, Town of Chino Valley, and Yavapai County Government along

with the College) who have joined together to select benefits plans for employees. The Trust contracts a broker whose job it is to find the best and most economical benefit options for healthcare, dental care, vision care, short-term disability, life insurance, and wellness programs. The Trust recently contracted a new company – Hays Company to serve as our broker and advisor.

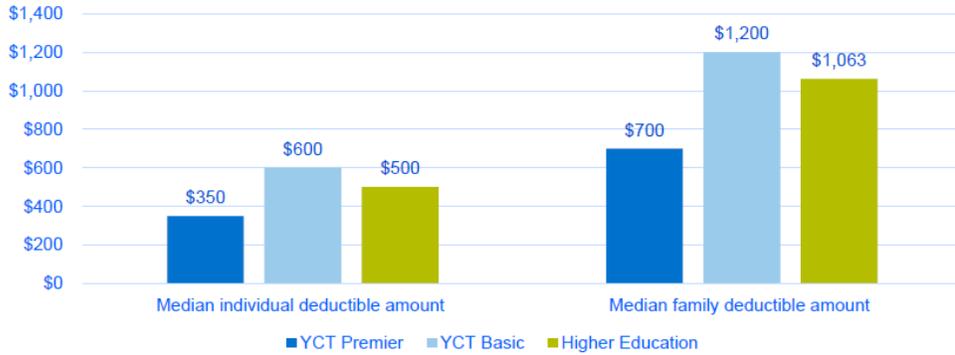
The Hays Company has recently provided Yavapai College with a market comparison of health insurance benefits in the higher education market. YC benefits were compared with 72 higher education organizations in the United States. Results show that YC offers competitive rates and results reflect our strategy to keep benefit costs low for employees to offset the higher cost of living in Yavapai County.

Medical Plan Design

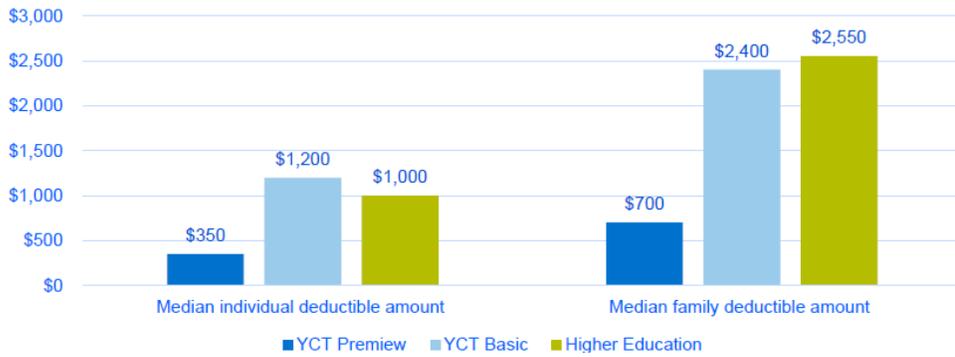


PPO Medical Plan Design: Select Comparisons

DEDUCTIBLE FOR IN-NETWORK SERVICES



DEDUCTIBLE FOR OUT-OF-NETWORK SERVICES

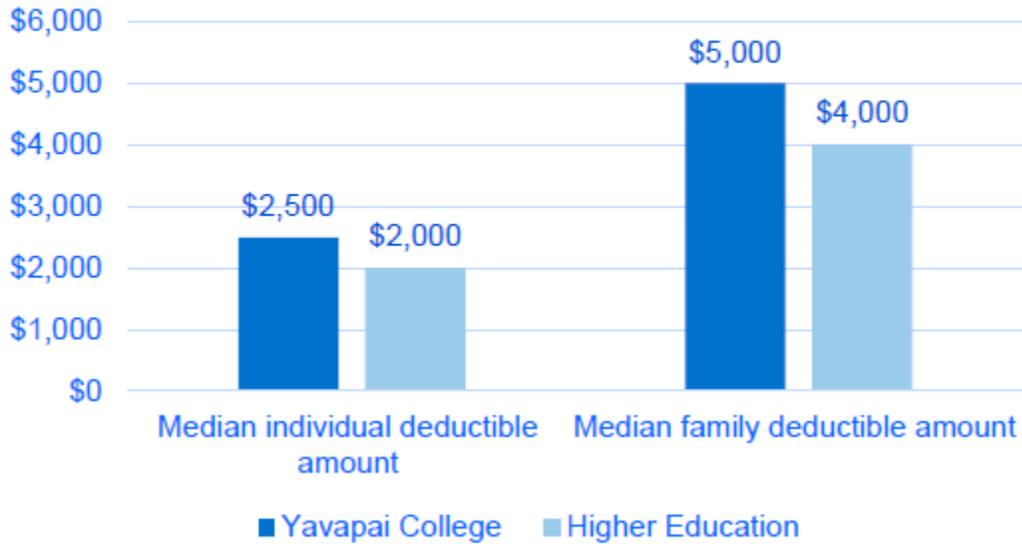


Median emergency room copay amount

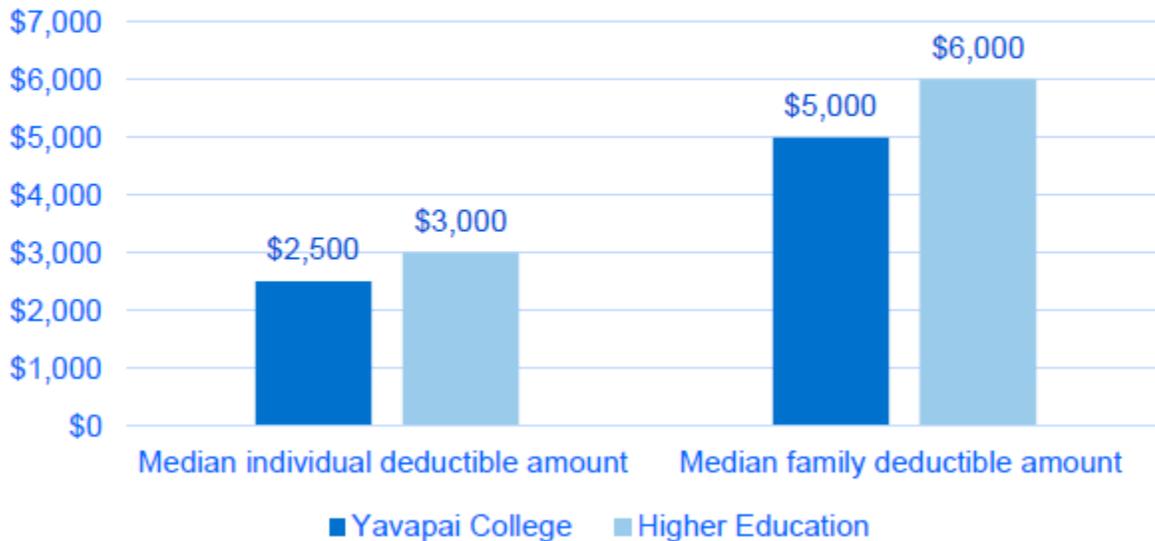


High Deductible Medical Plan Design: Select Comparisons

DEDUCTIBLE FOR IN-NETWORK SERVICES



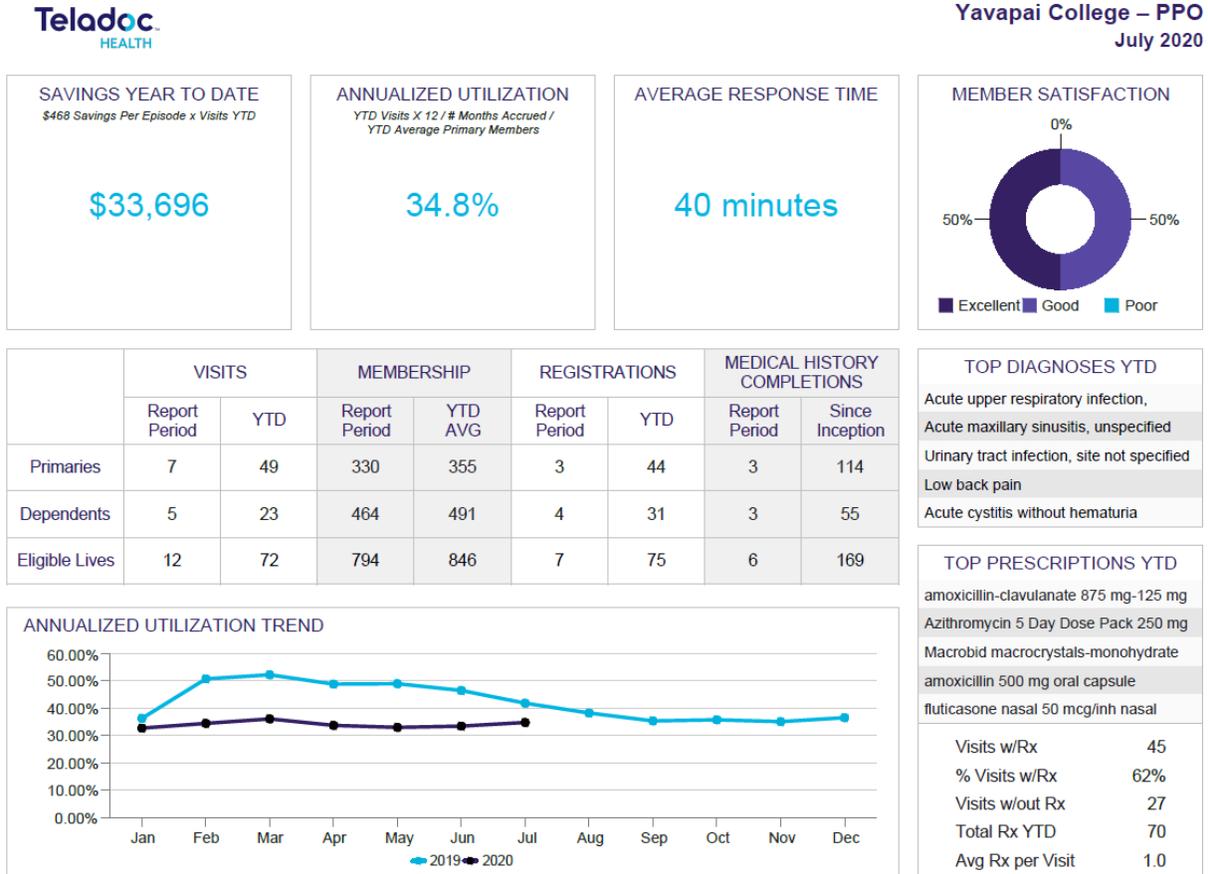
DEDUCTIBLE FOR OUT-OF-NETWORK SERVICES



D. Employee Utilization and Satisfaction Wellness/Wellbeing Programs

This year with covid-19 pandemic, the provision of quality healthcare via telemedicine became paramount. We are pleased to present a report of employee satisfaction and utilization of Teledoc services as follows:

Teledoc PPO Plan Usage:



Teledoc HD Plan Usage:



Yavapai College – HDHP
July 2020

<p>SAVINGS YEAR TO DATE <i>\$468 Savings Per Episode x Visits YTD</i></p> <p>\$7,492</p>	<p>ANNUALIZED UTILIZATION <i>YTD Visits X 12 / # Months Accrued / YTD Average Primary Members</i></p> <p>39.2%</p>	<p>AVERAGE RESPONSE TIME</p> <p>45 minutes</p>	<p>MEMBER SATISFACTION</p> <p>■ Excellent ■ Good ■ Poor</p>
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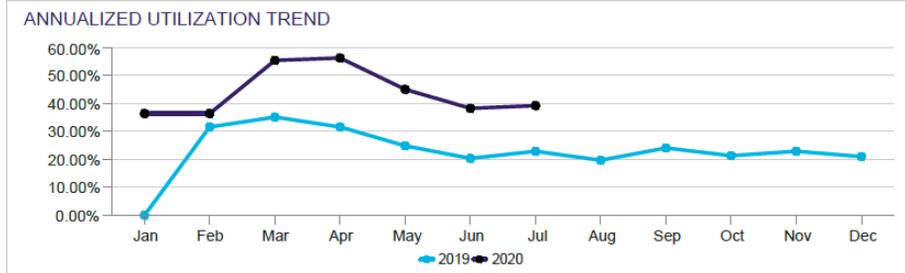
	VISITS		MEMBERSHIP		REGISTRATIONS		MEDICAL HISTORY COMPLETIONS	
	Report Period	YTD	Report Period	YTD AVG	Report Period	YTD	Report Period	Since Inception
Primaries	3	15	85	70	1	8	1	27
Dependents	0	1	77	53	0	0	0	3
Eligible Lives	3	16	162	123	1	8	1	30

TOP DIAGNOSIS YTD*

Acute upper respiratory infection,
Urinary tract infection, site not specified
Acute sinusitis, unspecified
Acute pharyngitis, unspecified
Cough

TOP PRESCRIPTIONS YTD*

Macrobid macrocrystals-monohydrate
Amoxicillin-Clavulanate 875 mg-125 mg
Tessalon Perles 100 mg oral capsule
PrednISONE 20 mg oral tablet
Medrol Dosepak 4 mg oral tablet



Visits w/Rx	11
% Visits w/Rx	69%
Visits w/out Rx	5
Total Rx YTD	21
Avg Rx per Visit	1.3

EAP Utilization and Satisfaction

The YCT has selected Jorgenson Brooks as the provider for Employee Assistance Program services. Employees are offered six free visits per year and the company provides utilization reports.

UTILIZATION REPORT
YCT - Yavapai College
 July 01, 2019 - December 31, 2019 on New Files

UTILIZATION SUMMARY

Weighted Population	431	427	429
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JBG Clinical Care	7/1 - 9/30	10/1 - 12/31	7/2019 - 12/2019
	#	#	#
EAP Files	9	4	13
Supervisor Referral Files	0	0	0
Total	9	4	13
Current Utilization Rate	2.09%	0.94%	3.03%

Organizational Services/CISD	7/1 - 9/30	10/1 - 12/31	7/2019 - 12/2019
	#	#	#
Organizational Service/CISD	5	1	6
Total	5	1	6
Current Utilization Rate	1.16%	0.23%	1.40%

Information & Support Calls	7/1 - 9/30	10/1 - 12/31	7/2019 - 12/2019
	#	#	#
Information & Support Calls	41	14	55
Total	41	14	55
Current Utilization Rate	9.51%	3.28%	12.82%

GENERAL SUMMARY	UTILIZATION	
JBG Clinical Care	13	3.03%
Organizational Services/CISD	6	1.40%
Information & Support Calls	55	12.82%
Combined Utilization	74	17.25%

YCT - Yavapai College
 January 01, 2020 - March 31, 2020 on New Files

UTILIZATION SUMMARY

Weighted Population	427	427
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JBG Clinical Care	1/1 - 3/31	1/2020 - 3/2020
	#	#
EAP Files	7	7
Supervisor Referral Files	0	0
Total	7	7
Current Utilization Rate	1.64%	1.64%

Organizational Services/CISD	1/1 - 3/31	1/2020 - 3/2020
	#	#
Organizational Service/CISD	0	0
Total	0	0
Current Utilization Rate	0.00%	0.00%

Information & Support Calls	1/1 - 3/31	1/2020 - 3/2020
	#	#
Information & Support Calls	25	25
Total	25	25
Current Utilization Rate	5.85%	5.85%

GENERAL SUMMARY	UTILIZATION	
JBG Clinical Care	7	1.64%
Organizational Services/CISD	0	0.00%
Information & Support Calls	25	5.85%
Combined Utilization	32	7.49%

Wellness Program Services

Wellness program services were contracted by the YCT with WelcoAZ beginning in 2019. However, the coordination of events provided to be difficult and the contract was changed to a monthly service until the YCT members select a new wellness company. The selection is in process. In the meantime, YCT is contracting with WelcoAZ on monthly basis to provide telephonic health coaching, webinars, and electronic tip sheets for employees. Yavapai College utilization numbers are included for the 2019-2020 year.

Health Coaches: Desiree, Victoria

2019

Updated: 1/6/2020

Month: December

Health Coaching Report

Location: Yavapai College

Yavapai Combined Trust

Category	Topics	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total	
Health Coaching Sessions	Total Interactions	0	0	0	0	0	0	17	11	22	42	20	8	120	
	Total One on One	0	0	0	0	0	0	7	4	4	8	5	2	30	
	New One on One	0	0	0	0	0	0	7	4	1	5	3	2	22	
	Follow Up One on One	0	0	0	0	0	0	0	0	3	3	2	0	8	
	On the Spot	0	0	0	0	0	0	10	3	6	3	5	0	27	
	Emails	0	0	0	0	0	0	0	4	12	29	10	4	59	
	Phone Calls	0	0	0	0	0	0	0	0	0	2	0	2	4	
Body Management	Weight Loss	0	0	0	0	0	0	13	7	12	20	12	2	66	
	Weight Gain	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Nutrition	0	0	0	0	0	0	13	7	12	33	14	2	81	
	Exercise	0	0	0	0	0	0	14	7	10	28	12	2	73	
Stress Management	Stress Management	0	0	0	0	0	0	0	2	4	9	0	0	15	
Disease Management	Diabetes	0	0	0	0	0	0	2	1	8	6	1	0	18	
	Blood Pressure	0	0	0	0	0	0	0	1	6	12	0	0	19	
	Cholesterol	0	0	0	0	0	0	4	0	8	16	2	0	30	
	Muscular/ Skeletal	0	0	0	0	0	0	3	0	0	1	0	1	5	
	Cancer	0	0	0	0	0	0	0	0	0	0	1	0	1	
	Asthma	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Other Disease/ Illness	0	0	0	0	0	0	0	0	0	2	1	1	4	
Self Care	Smoking Cessation	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Digestion	0	0	0	0	0	0	1	0	0	0	0	1	2	
	Dr. Appointments	0	0	0	0	0	0	0	0	0	0	0	1	1	
	Screenings	0	0	0	0	0	0	0	0	4	14	0	0	18	
	Pregnancy	0	0	0	0	0	0	0	0	0	0	0	1	1	
	Care Givers	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Surgery/ Recovery	0	0	0	0	0	0	0	0	0	0	1	0	1	
	Injuries	0	0	0	0	0	0	0	0	0	0	2	0	1	3
	Headaches	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Depression	0	0	0	0	0	0	0	0	0	2	0	0	2	
	Sleep	0	0	0	0	0	0	0	0	2	4	0	0	6	
	Referrals	EAP	0	0	0	0	0	0	0	0	0	0	0	0	0
Disease Management		0	0	0	0	0	0	0	0	0	0	0	0	0	

Month: June

**Health Coaching Report
Yavapai Combined Trust**

Location: Yavapai College

Category	Topics	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total
Health Coaching Sessions	Total Interactions	10	41	3	5	4	28	0	0	0	0	0	0	91
	Total One on One	3	17	1	2	1	10	0	0	0	0	0	0	34
	New One on One	2	7	1	1	0	1							12
	Follow Up One on One	1	10	0	1	1	9							22
	On the Spot	0	0	0	0	0	0							0
	Emails	4	14	1	2	2	9							32
	Phone Calls	3	10	1	1	1	9							25
Body Management	Weight Loss	3	3	1	1	1	4							13
	Weight Gain	0	0	0	0	0	0							0
	Nutrition	3	3	1	1	1	5							14
	Exercise	3	3	1	1	1	4							13
Stress Management	Stress Management	1	1	1	1	1	3							8
Disease Management	Diabetes	0	0	2	0	0	0							2
	Blood Pressure	1	1	0	0	0	2							4
	Cholesterol	0	0	0	0	0	0							0
	Muscular/ Skeletal	1	1	2	1	0	2							7
	Cancer	1	1	0	0	0	0							2
	Asthma	0	0	0	0	0	0							0
	Other Disease/ Illness	1	1	2	0	1	2							7
Self Care	Smoking Cessation	0	0	0	0	0	0							0
	Digestion	1	1	2	0	0	0							4
	Dr. Appointments	1	1	0	0	0	2							4
	Screenings	0	0	2	0	0	3							5
	Pregnancy	1	1	0	0	0	0							2
	Care Givers	0	0	0	0	0	0							0
	Surgery/ Recovery	1	1	0	0	0	0							2
	Injuries	1	1	0	0	0	0							2
	Headaches	0	0	0	0	0	0							0
	Depression	0	1	0	0	0	0							1
	Sleep	0	1	0	0	1	1							3
Referrals	EAP	0	1	0	0	0	0							1
	Disease Management	0	0	0	0	0	0							0



**President's Conclusion:
I report compliance.**

Yavapai COLLEGE

Your Total Rewards Statement

Prepared on September 18, 2020

Dear 

Yavapai College is proud to provide our employees a broad, competitive compensation and benefits package that recognizes your invaluable contributions to the organization. Your compensation is much more than just the money you see in your paycheck. This statement will help you analyze and understand all of the elements that contribute to your total compensation, including your base pay, medical and other benefits, and additional perks.

Included with this statement is your annual notice; please review this statement carefully to learn more about your benefits and how they contribute to your total earnings. If you have any questions regarding this statement or your benefits package, please contact your HR Business Partner.

Sincerely,

Dr. Emily Weinacker

Chief Human Resources Officer

2020/21 Notice

The Yavapai College fiscal year runs from July 1 to June 30. For fiscal year 2020/21, the academic year runs from August 10, 2020 to May 9, 2021. Your acceptance of compensation from Yavapai College for the position you currently hold indicates your agreement to perform well and faithfully the duties of this position, as well as such reasonable extra duties as may be assigned by the Board, President, or their designates for the duration of your employment with Yavapai College.

You agree to perform these duties in accordance with all applicable laws, policies and regulations imposed upon or adopted by the YCDGB. This agreement includes all YCCCD policies, administrative procedures and regulations along with any modifications thereto occurring during the term of this fiscal or academic year. Assignment, reassignment, or transfer of location and scheduling of duties within the Yavapai College District shall remain the prerogative of the College Administration.

Employee agrees to perform the usual duties of this position which include, but are not necessarily limited to, those duties specifically delineated in the position job description. All college employees will carry out professional responsibilities in a manner that supports the normal operations of the College and does not interfere with other employees' abilities to do the same. A college employee will be subject to corrective action and, where necessary, dismissal for conduct that interferes with normal operations or with other employees. All college employees are required to address and treat one

another with respect. All employees should be prepared to perform essential functions of the position remotely and/or at any location, depending on the needs of the College.

It is understood that the salary is to be paid from funds available to the College and is subject to budget and limitations of such available funds. Actual salary amounts are contingent upon final approval of the budget for the fiscal year in which these services are scheduled to take place.

Should compensation vary from that shown in this portal, a new Total Rewards Statement reflecting the change will be issued at the start of the next fiscal year. Part of your annual compensation may include meals, branded items (such as clothing, water bottles, etc.), and discounted tickets/meals to college sponsored events.

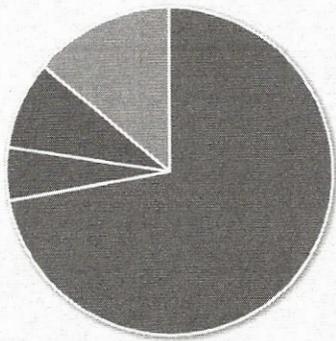
This notice cancels and supersedes all prior notices for any portion of the period indicated above.

Total Compensation

Yavapai College is proud to offer our employees market competitive salaries and benefits. Each year, we conduct a comprehensive review of approximately 1/3 of our positions to ensure we are compensating our employees fairly.

On this graph, you can see all the components of your total compensation package.





Your Total Compensation

Total Pay & Compensation	[REDACTED]
Health & Life Benefits	\$8,868.00
Retirement & Financial Future	\$14,670.62
Time Off Benefits (included in total pay & compensation)	\$23,432.50
Total Compensation	\$145,387.62

Benefits Package

We are proud to offer one of the most comprehensive benefits packages in our industry. We understand how important healthcare, retirement, and other financial benefits are to our employees and their families.

The table below shows you the value of your full benefits package. Each benefit type you receive is explained in more details in the sections that follow. If you have questions about any of your benefits, please contact us at HumanResources@yc.edu

Company Sponsored Benefits	Your Share	Employer's Share
Health and Life Benefits	\$3,948.00	\$8,868.00
Retirement and Financial Future	\$15,340.79	\$14,670.62

Time Off Benefits (included in total pay & compensation)	\$0.00	\$23,432.50
Total Benefits Cost	\$16,072.79	\$23,538.62

Health & Life Benefits

This section provides a breakdown of the Health & Life benefits you have elected and our contribution for each.

Benefit	Your Contribution	Employer Contribution
Medical HDHP	\$0.00	\$6,636.00
Dental Comprehensive	\$528.00	\$708.00
Vision	\$204.00	\$240.00
Health Savings Account	\$3,216.00	\$1,284.00
Total	\$3,948.00	\$8,868.00

Retirement & Financial Future

As part of our total compensation approach, we believe in helping our team members not only support yourselves and your families today but also to plan for supporting yourselves in the future. A considerable portion of the compensation you receive from us is allocated to various vehicles that help ensure a strong financial future for you and your loved ones.

Our contribution to your retirement account for 2020/21 is 12.04% of salary. If you participate in ASRS, our contribution to your long term disability benefit

is .18% of salary.

Component	Your Contribution	Company Contribution
Standard Retirement - ORP Voya	\$14,670.62	\$14,670.62
Long Term Disability - ORP	\$670.17	\$0.00
Retirement and LTD total	\$15,340.79	\$14,670.62

Time Off Benefits

Paid Time Off

Each employee accrues vacation and/or paid sick leave time based upon the number of years of service and position held with the college. You accrue vacation and/or sick days each pay period. During the fiscal year, the college observes 23 paid holidays for full-time employees working 12 months. Employees working less than 12 months per year are paid if the holiday falls during the employee's scheduled work period. Full-time faculty receive paid sick time, but no vacation.

Your salary includes the following paid time off benefits:

Type	Hours Accrued	Cash Value
Vacation Days	120 hrs	\$7,029.75
Sick Days (includes up to 3 personal days)	96 hrs	\$5,623.80
Paid Holiday	184 hrs	\$10,778.95
Total Effective Cash Value		\$23,432.50

Additional benefits

In addition to all the great benefits listed above, Yavapai College offers numerous other benefits, most at no cost to you! These include:

- **Employee Assistance Program (EAP)** - offered through Jorgenson Brooks (www.jorgensenbrooks.com or 888-520-5400), employees can receive up to 6 free visits per problem per person each year. Among the areas the EAP can help with are: life solutions, legal & financial services, health & wellness.
- **Basic Life insurance** - coverage at 2 x your annual salary! If you are enrolled in a medical plan, we also cover your spouse (\$2,000) and children (\$1,000/eligible child).
- **Short Term Disability** - If you have an injury or illness and are unable to work, our short term disability insurance will provide you with 66% of your income for up to 150 days. Our plan even covers you if you are out on maternity leave!
- **Long Term Disability** - This coverage is included when you select the ASRS retirement plan; if you have an optional retirement plan (TIAA, VOYA, AIG/VALIC) you can either select or waive this benefit. YC covers 1/2 the monthly premium cost if you select the ASRS retirement plan. Long term disability protects you if you are no longer able to work but are not yet eligible for social security benefits and kicks in 180 days from the onset of the disability.
- **Bereavement leave** - Should you lose a loved one, YC provides you with up to 5 days of paid leave for immediate family and corresponding in-laws.
- **Civic Duty leave** - Called up for jury duty, active military duty, or military training? We got you covered and will provide you with all benefits afforded under the law.
- **Sabbatical** - Available to full time faculty, professional staff (grade 14 and above) and administrative staff after 6 years of continuous service. Leave may include 100% compensation for a one semester leave and 60% compensation for a full year leave.
- **Tuition Waiver** - Full time staff and faculty may enroll in up to 6 credit hours per semester at no cost. Eligible dependent may enroll in a full or partial program of course work!
- **Computer and Tuition loan program** - Are you a full time employee who has worked for YC for a year or more? You can get a loan of up to \$1200 for a computer and up to \$1000 for pursuing a degree! This loan is paid back over 26 pay periods, interest free!
- **Voluntary life** - Additional term life insurance coverage is available to benefit eligible employees. Coverage is also available for spouse and children. Just hired? You can sign up for \$250,000 insurance for yourself and up to \$50,000 for your spouse with no need for evidence of insurability (EOI). Up to \$20,000 is available for coverage of children. Each year, you can add up to \$10,000 more for yourself with no EOI required until you reach maximum coverage.
- **Voluntary retirement** - YC offers a 403(b) plan, as well as a 457 plan (pre-tax and Roth). These voluntary plans allow you to invest in either pre or post-tax plans and save more for retirement! You can

start or stop these plans anytime.

- **Additional voluntary benefits include:** Home and auto insurance, Renters insurance Pet insurance, Identity theft protection, AFLAC plans (accident, critical illness, hospital indemnity), Legal insurance.

STATUS
Approved

PAY MARKET
YC - Yavapai College

Market Composite MRP

BASE 50TH	TREND	MARKET INDEX
\$76.4K	+0.3 % ↑	90.6 %



Manager, Payroll Description of Position Plan, organize, direct and manage all payroll functions across the District; research, interpret and implement all Federal and State payroll laws and regulations. Administer all District policies and procedures in relation to payroll, develop procedures to comply with new laws, develop and implement improvements to payroll processes. - Director all activities necessary for the accuracy, integrity and timeliness of all aspects of bi-weekly payroll. - Provide high quality customer service and support to all employees and customers of the the YC payroll departments including answering questions, providing understandable explanations, supplying data and completing third party forms on the employer's behalf. - Research, interpret and implement Federal and State payroll laws and regulations and new legislation to ensure compliance. Research garnishments laws to comply with procedures for child support orders, tax levies, wage assignments, student loans and bankruptcies. Process, withhold and remit court ordered payments to proper agencies according to Federal and State laws. Provide leadership and technical expertise in implementing processes and initiatives leading to continuous payroll improvements that may be needed as laws, statutes and policies change. - Reconcile quarterly and annual totals and report to Federal, State, DES and Worker's Compensation agencies accurately and meet strict requirements/deadlines. Reconcile and create annual employee W-2 statements and other year-end documents for all employees district wide. - Supervise Payroll Technician, providing work direction, instruction, guidance and prioritization of workload. - Act as the primary payroll contact for the annual audit by the Auditor General's Office. Provide auditors with documentation for any payroll events requested. Prepare fiscal year-end schedules for payroll accounts. Verify records and provide hard copy documentation upon demand to prove the integrity and accuracy of the payroll. Minimum Expectations & Requirements - Bachelor's or equivalent experience required as minimum education; plus professional work experience required in the same or related function; two or more years of management responsibility required - To perform this job successfully, an individual should have knowledge of Accounting software; may need to know Student Information Systems Contact Management systems; Database software; Internet software; Spreadsheet software and Word Processing software. - Regular attendance is an essential job function as it demonstrates dependability towards the performance of job duties Preferred Skills & Abilities - Education and experience beyond the minimum qualifications with recent leadership experience - Community college administrative experience - Professional experience in a community college/higher education work environment.

14 (PROF)

Avg EE Pay	#EEs
69.3	1

Market Composite, effective 1 Oct 2020 *

Composite Report: Manager, Payroll (Manager, Payroll)



Effective Date: 1 Oct 2020 | Currency: US Dollars | Pay Type: Annual | Composite MRP: Base 50th
 | Premium/Discount: 0.000 %

	50TH	75TH	85TH	AVG
Base Salary	76.4	84.3	89.6	78.5
Total Cash Compensation	75.5	87.1	96.5	76.4
Total Cash at Target	84.1	92.4	96.8	83.1
Bonus	-	-	-	-
Bonus Target (%)	8.0	-	-	-
Total LTI Value	6.2	-	-	8.2

Numerical values displayed in Thousands and Not Rounded.

3 Survey Cuts in Composite

* Survey data was aged to the composite effective date using the Survey Aging factors.

JOB	WEIGHT	ADJUST	BASE SALARY				TOTAL CASH COMPENSATION			
			50TH	75TH	85TH	AVG	50TH	75TH	85TH	AVG
Chief Campus Payroll Administrator (196110) CUPA/Admin Report All Institutions Eff: 1 Nov 2019 Orgs: 448 Incs:455 Inc. Weighted	1.000	3.000 %	78.7	-	-	83.5	-	-	-	-
Payroll Manager (18100) CompData/U.S. Colleges and Universities Suite National Data Number of FTEs 500.0 - 999.9 Eff: 1 Apr 2020 Orgs: 13 Incs:15 Inc. Weighted	1.000	3.000 %	68.3	80.7	-	70.3	68.3	80.7	-	70.3
Payroll Supervisor (FA06000551) Salary.com/CompAnalyst United States Community Colleges / FTEs: 500 - 1,000 / State:Arizona Eff: 1 Sep 2020 Orgs: 275 Incs:700 Inc. Weighted	1.000	0.000 %	77.9	85.5	89.6	77.0	80.7	91.0	96.5	80.4

Survey Job Descriptions

SURVEY JOB	SURVEY JOB FAMILY	SURVEY JOB LEVEL	SURVEY VENDOR / SURVEY TITLE	SURVEY JOB DESCRIPTION
Chief Campus Payroll Administrator (196110)			CUPA / Admin Report	Supervises operation of the institution's payroll system.
Payroll Manager (18100)			CompData / U.S. Colleges and Universities Suite	Manages the operational activities related to the generation and distribution of payroll checks for the employees processed as part of centralized payroll operations. Participates in the resolution of payroll related issues. Bachelor's degree required and five years experience.

Presidential Monitoring Worksheet for Executive Limitations Policies

Policy 2.3 – Compensation and Benefits

Compilation - November 2020

Executive Limitation 2.3	<p>Compensation and Benefits With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College’s fiscal integrity or public image.</p> <p>Further, without limiting the scope of the above statements by the following list, the President shall not:</p>	
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 5	NO 0
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 5	NO 0
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES 0	NO 5
Comments: Sigafoos: This is the overarching statement and should be evaluated after the sub-policies below.		
Executive Limitation 2.3.1	<p>Employment Promise or imply guaranteed employment.</p>	
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 5	NO 0
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 5	NO 0
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES 0	NO 5
Comments:		

Executive Limitation 2.3.2	Market Compensation Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.	
Is the interpretation reasonable?	YES 5	NO 0
Does the data show accomplishment of the interpretation?	YES 5	NO 0
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	YES 5	NO 0
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	YES 0	NO 5
Comments:		

SHADED ITEMS should be discussed at the meeting.

Comments from the Coordinator: This worksheet was completed by all Board Members.

2.3 Compensation and Benefits Motion Options

2.3 Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not cause or allow jeopardy to the College's fiscal integrity or public image

Further, without limiting the scope of the above statements by the following list, the President shall not:

2.3.1 Employment

Promise or imply guaranteed employment.

2.3.2 Market Compensation

Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

MOTION OPTIONS:

1. If Board intends to accept Monitoring Report:

We have read the President's Monitoring Report regarding policy 2.3 and its sub-policies, 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 and its sub-policies.

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 and its sub-policies 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 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.3 and its sub-policies [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 and its sub-policies 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 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.3 and its sub-policies [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

Item #3.1.1

Board – President Linkage 4.0	The Board's sole official connection to the operational organization, its achievements, and conduct shall be through a Chief Executive Officer, titled President of Yavapai College.	
Have we acted consistently with respect to this item of policy?		
	Check One	Specific Example to Support Your Response
Always	3	Chevalier: I am not aware of any violation of this policy by any Board Member, so I checked "Always".
Most of the time	2	Sigafoos: The governance model doesn't work otherwise. There is no place for micro managing regardless of the model used.
Some of the time		Padilla: The YC Board works well with the college President, Dr. Rhine.
Rarely		
Never		

Examples should be discussed at the meeting.

Comments from the Coordinator: This worksheet has been completed by all Board Members.

Item #3.1.2

Yavapai College District Governing Board Evaluation Procedure

Model Standards of Good Practices for Boards
 In Support of Effective Community College Governance
 From Good to Great

From the October 20, 2020 Board Meeting

The Board evaluation procedure allows each individual Board member to self-evaluate a particular factor of Board knowledge or behavior. It also provides the Board member an opportunity to evaluate his/her perception of the knowledge or behavior of the Board as a whole.

Rating Scale:

1. Minimal
2. Marginal/Below Average
3. Average
4. Above Average
5. Exceptional

Each Member of the Board shall endeavor to follow these principles:

	SELF		BOARD AS A WHOLE
1.	<p>5=4 Board Members</p> <p>4=1 Board Member</p>	<p>That it derives its authority from the community and that it must always act as an advocate on behalf of the entire community.</p> <p>Chevalier: I strongly agree with this. The public of YAVAPAI COUNTY is from whom I derive my authority. I am one of its representatives. I have met regularly with many members of the public (mainly but not exclusively in District 3) from the time I ran for office until the pandemic drove most people, including me, into our homes this past April. Since then I have kept in touch with several dozen by phone. I have regularly sought to bring the public's will to the attention of the Board and will continue to do so.</p>	<p>4=3 Board Members</p> <p>3=1 Board Member</p> <p>1=1 Board Member</p>
2.	<p>5=4 Board Members</p> <p>3=1 Board Member</p>	<p>That it much clearly define and articulate its role.</p>	<p>5=2 Board Members</p> <p>4=1 Board Member</p> <p>3=2 Board Members</p>

3.	<p>5=4 Board Members</p> <p>4=1 Board Member</p>	<p>That it is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its President.</p>	<p>5=2 Board Members</p> <p>4=2 Board Members</p> <p>3=1 Board Member</p>
4.	<p>5=3 Board Members</p> <p>4=1 Board Member</p> <p>0=0 Board Member</p>	<p>That it is aware of the importance of advocacy and know its role for student success.</p> <p>Chevalier: I cannot answer. I do not understand that this question is asking. Advocacy is a general term. It normally means the acts of pleading for intercession or defense.</p>	<p>5=1 Board Member</p> <p>4=2 Board Members</p> <p>3=1 Board Member</p> <p>0=0 Board Member</p>
5.	<p>5=4 Board Members</p> <p>4=1 Board Member</p>	<p>That its Board Member know the value of a sound governance process and document those processes to leave a legacy for their successors.</p>	<p>5=2 Board Members</p> <p>4=1 Board Member</p> <p>3=2 Board Members</p>
6.	<p>5=5 Board Members</p>	<p>That its Board Members are aware of the proper and legal use of email and other social media platforms.</p>	<p>5=3 Board Members</p> <p>4=2 Board Members</p>
7.	<p>5= 4 Board Members</p> <p>4=1 Board Member</p>	<p>That its behavior and that of its members, exemplify ethical behavior and conduct that is above reproach.</p>	<p>5=2 Board Members</p> <p>4=2 Board Members</p> <p>3=1 Board Member</p>
8.	<p>5=4 Board Members</p>	<p>That it endeavors to remain always accountable to the community.</p>	<p>5=2 Board Members</p>

	<p>4=1 Board Member</p>	<p>Chevalier: Yes, I agree completely. We, the Board, tend to ignore the public and that needs to change. How? Two suggestions:</p> <p>1.The Board Chair should put on the agenda public open meeting comments for discussion and possible action at the following Board meeting after they are</p> <p>2. We should formally ask meaningful detailed questions of all the public we serve from time to time (at least once per year) by use of mail. Then timely appropriate action needs to be taken by the Board</p>	<p>4=1 Board Members</p> <p>3=1 Board Member</p> <p>1=1 Board Member</p>
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Five (5) THINGS OUR BOARD DOES WELL:

<p>1.</p>	<p>Chevalier: Supports the President.</p> <p>McCasland: Shares differing opinions</p> <p>Padilla: Passion for Supporting our community.</p>
<p>2.</p>	<p>Chevalier: Cares about the college.</p> <p>McCasland: Mostly keeps education at first priority.</p> <p>Padilla: Support for our YC President.</p>
<p>3.</p>	<p>Chevalier: Board members timely show up for meetings.</p> <p>Padilla: Respect for each other as Individuals</p>
<p>4.</p>	<p>Chevalier: In my opinion every member of the Board, in making decisions, is sincerely stating what he/she believes is best for the college. Our opinions differ, not a bad thing, if we can find a way to come together and work harder to seek consensus solutions.</p>
<p>5.</p>	

Five (5) THINGS OUR BOARD COULD IMPROVE ON:

1.	<p>Chevalier: Seek to get consensus on solutions to issues when opinions initially differ.</p> <p>McCasland: Increase knowledge of board member roles.</p>
2.	<p>Chevalier: Find out, pay attention to and support the will of the people of our community - Yavapai County.</p> <p>McCasland: Support of President and College.</p>
3.	<p>Chevalier: Encourage the President to present detailed transparent budgets to the public so that the public will know how its money is being spent. That is the public's moral right.</p>
4.	<p>Chevalier: Plays less of a passive role in governing – we are supposed to be a Governing Board but we have delegated away almost everything that Board normally does and made ourselves virtually powerless. This is not what the public expects of us.</p>
5.	

Comments from Coordinator: Worksheet was completed by all the Board members.

Item #3.2.1.2

Yavapai College Budget to Actual Status by Fund September 2020

The President's Monthly report below provides a brief financial status of each of the District's five funds as of September 30, 2020.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



As of September 30, 2020, the General Fund has a surplus of \$2,285,600. This is primarily the result of tuition and fee revenues being recorded for the fall 2020 semester.

For the fiscal year ended June 30, 2021, General Fund revenues are projected to be under budget by \$760,300 and expenditures are projected to be under budget by \$758,000, resulting in a net deficit of \$2,300 — a .001% negative variance.

Auxiliary Fund



As of September 30, 2020, the Auxiliary Fund has a small surplus and for the fiscal year ended June 30, 2021, the Auxiliary Fund is projected to exceed budget due to the effects of COVID-19. The largest decreases are expected to be in the residence halls, the FEC and community events. Several full-time employees have been moved to other departments which will lessen the impact. The total amount of the shortfalls will depend upon several factors including the college's ability to operate at closer to normal levels in the spring of 2021.

Unexpended Plant Fund



As of September 30, 2020, the Unexpended Plant Fund has a deficit of \$716,500 due to a significant amount of Capital Improvement Projects (CIP) being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

For the fiscal year ended June 30, 2021, the Unexpended Plant Fund is projected to be within budget

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 September 30, 2020, the Restricted Fund has a small surplus and is expected to be at budget for the fiscal year.

Debt Service Fund

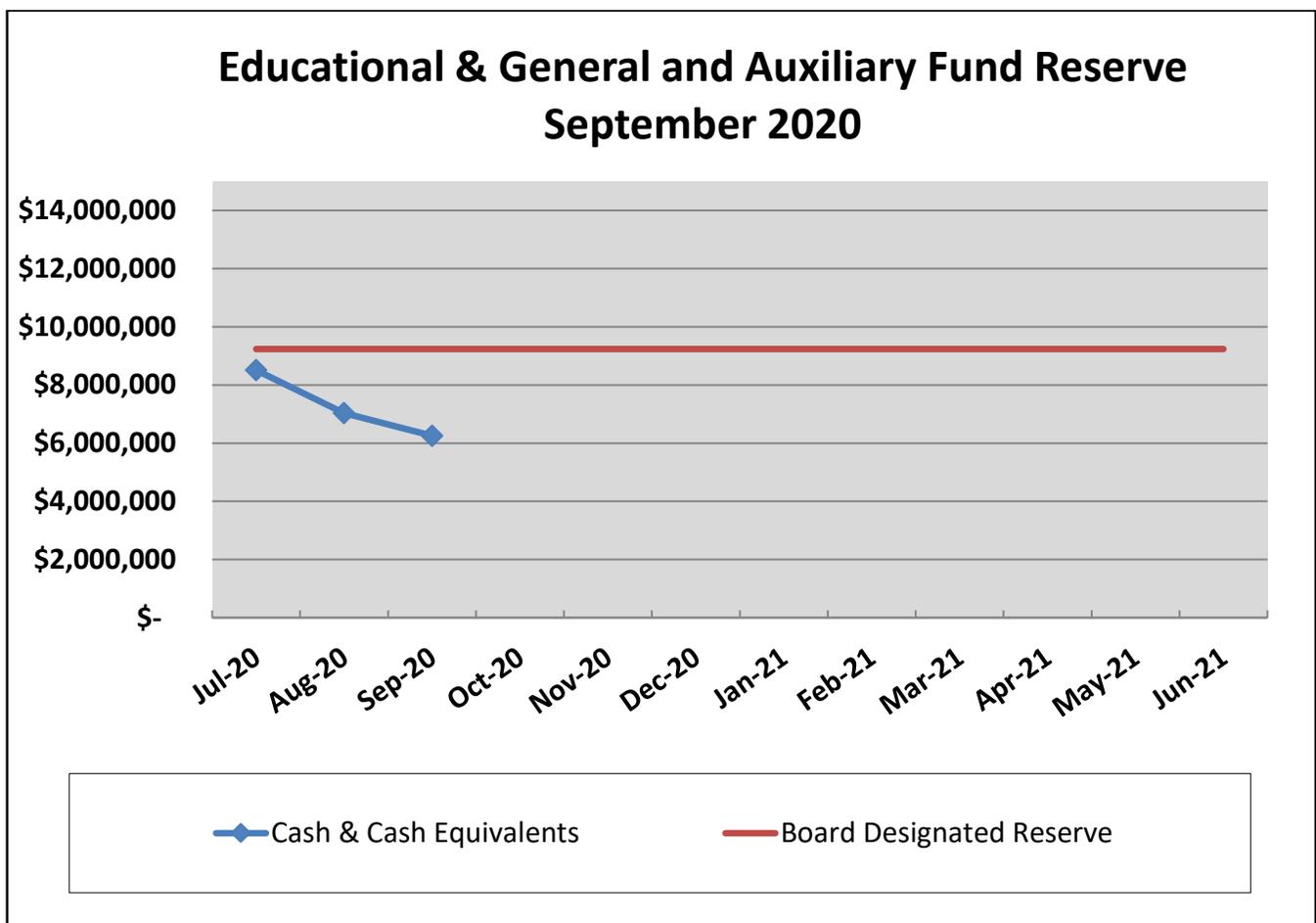


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—for the three months ended September 30, 2020, there were no variances from budget.

Yavapai College Cash Reserves September 2020

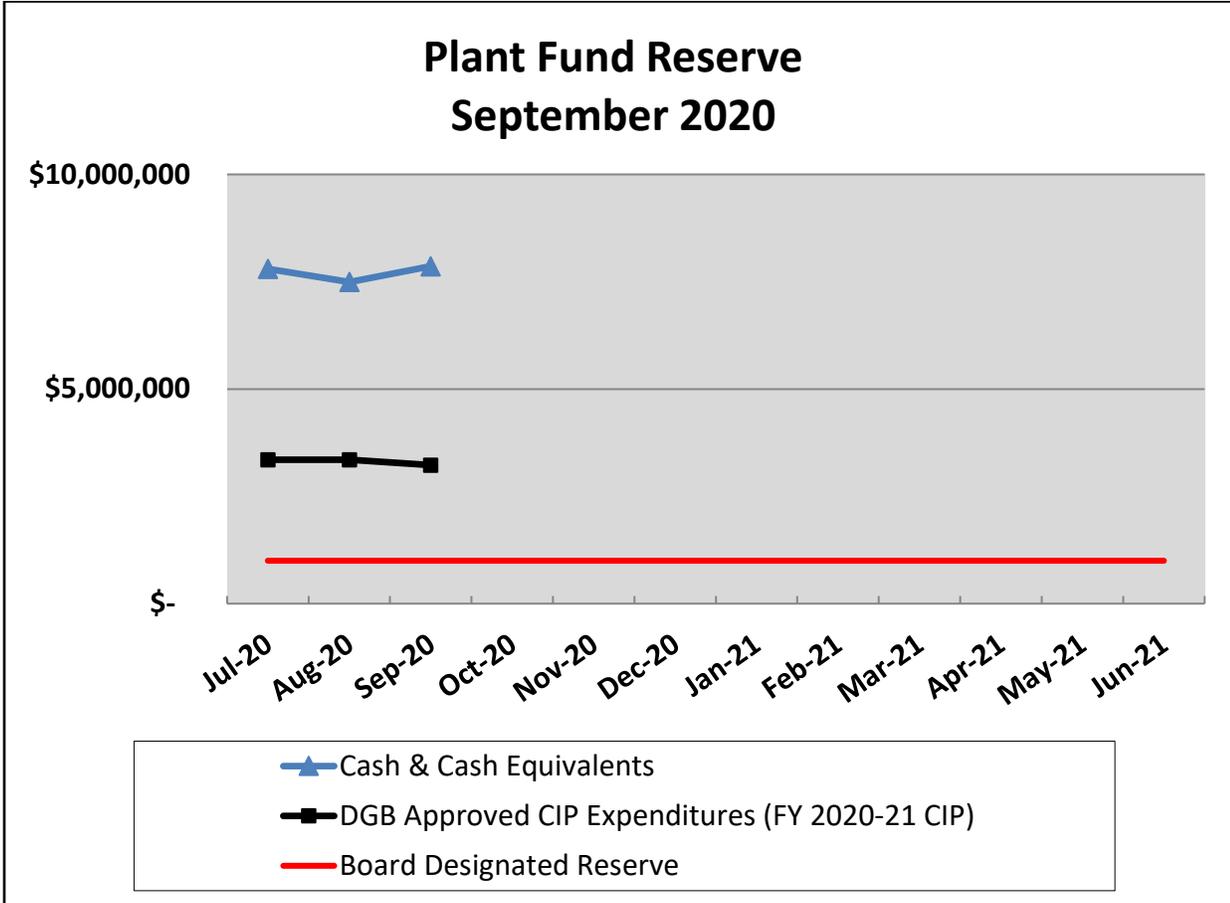
The President's monthly report on cash reserves below displays the District's reserves at September 30, 2020, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



Current Fund Reserves shall not drop below seventeen percent (17%) of the operating budgets.

As of September 30, 2020, Current Fund reserves have temporarily dropped below the DGB's reserve requirements. This dip generally occurs two times per year, during the months preceding the collection of property taxes by the county. We expect the Current Fund reserves to exceed the DGB's threshold within a reasonable amount of time.

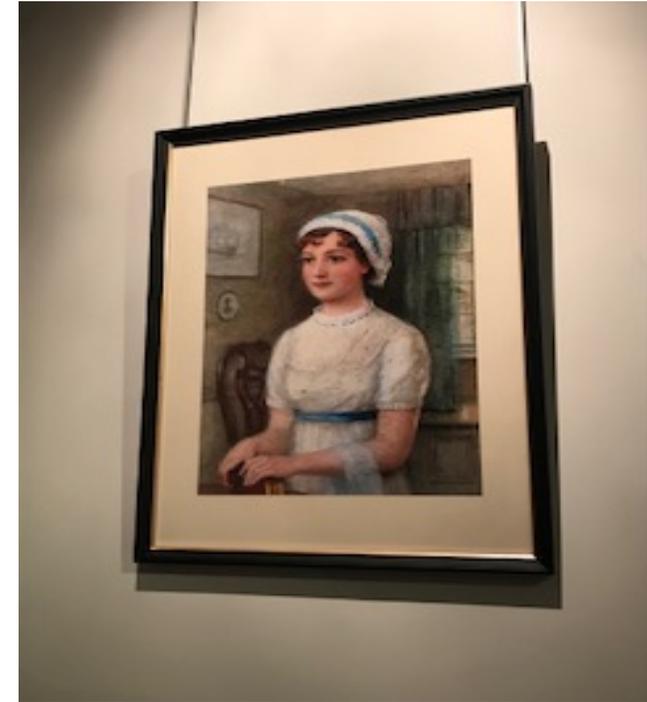


Plant Fund Reserves shall not drop below \$1 million.

As of September 30, 2020, Plant Fund reserves have exceeded the DGB's \$1,000,000 designated reserve and are currently above the amount of monies needed to cover the next nine months of CIP that have been approved by the DGB.

A STUDY OF JANE AUSTEN

Beth Beecham's Sabbatical—Fall 2019





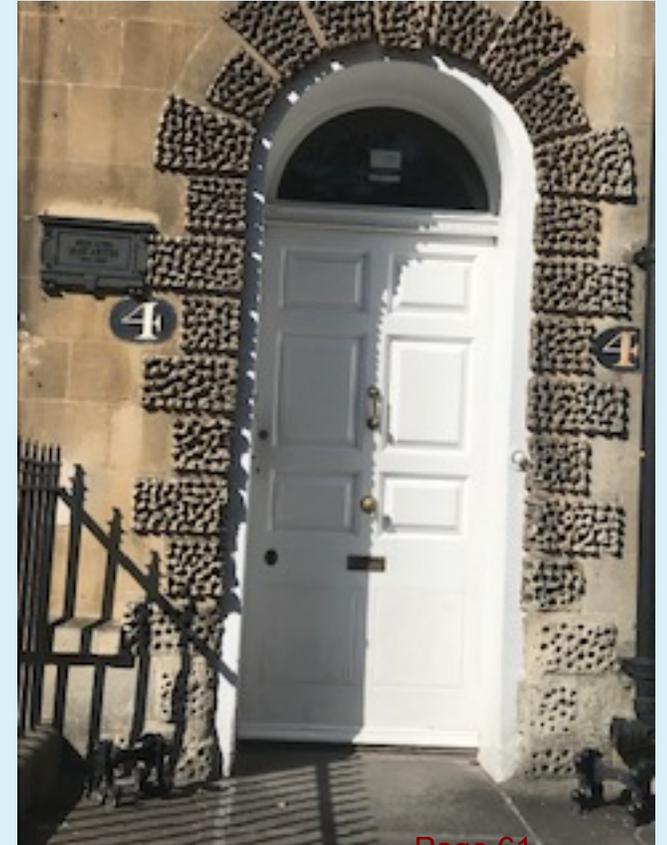
THE JANE AUSTEN FESTIVAL

13-22 September 2019—Bath, England

AKA—Twenty 26 Events in 10 Days

Jane Austen and Her Works

- Jane Austen and Bath Walking Tour
- “Yours very affectionately, Jane”—narrated performance
- “Lady Susan”—improvised performance by the Natural Theatre Company
- *What Matters in Jane Austen?*—Professor John Mullan
- “Yours, Jane Austen”—Harker Studio Productions
- Country Dance Ball



Regency England

- Georgian Ice Cream
- Rummaging through the Reticule
- Regency Games
- Kitchens and Cooking
- The Hounours of the Table
- Bad Girls and Bonnets
- Draw Back the Curtain: Regency Acting



Costumed Masked Ball



Jane Austen's House Museum

Chawton, England



Classroom Connections

- ENG 237: Women in Literature (Spring 2021)
 - Unit on *Persuasion* (primary setting Bath, England) with an Introduction to Regency England
 - Student Research of Secondary Sources
 - Student Created Projects that Connect the Novel, the Time Period, and the Secondary Source

- ENG 298: Jane Austen (Hopefully Fall 2021 or Spring 2022)
 - Begin Semester with a Unit on Jane Austen
 - Student Research/Presentations on Aspects of Regency England throughout the Semester
 - Unit on *Northanger Abbey* (primary setting Bath, England)
 - Unit on *Emma*
 - Unit on *Persuasion* (primary setting Bath, England)
 - Opportunities for Hands on Activities such as Regency Games and Country Dances

Chris Dunn

Sabbatical Spring 2020 (Covid-19 Version)

The Plan

- Attract NASA scientist Dr. Michael Zolensky to collaborate. ✓
- Have Mike come out for a visit and meteorite hunt. (3/10-12/20) ✓ ✓ ㄒ
- Find additional meteorites in my field area. (12) ✓ ✓ ㄒ
- Attend the Tucson Gem and Mineral Show to learn to identify achondrites. ✓
- Hunt for new observed falls. (Prescott 2/16/20 was convenient) ✓ ✓ ㄒ
- Explore other areas with no known finds but good potential. ✓ ✓ ㄒ
- Prepare samples for analysis and classification by Zolensky. ✓ ✓ ㄒ
- Attempt to locate historic falls in Arizona. (Cottonwood, Bagdad) ✓ ✓ ㄒ
- Identify possible meteorites brought in by community. (85 pounder!) ✓ ✓ ㄒ
- Get 100+ meteorite samples classified by Zolensky. ✗
- Visit Johnson Space Center Astromaterials Lab. ✗
- Visit collections at Smithsonian Museum, UNM, ASU and others. ✗

Mike Zolensky, NASA Curator of Astromaterials, and Cisco the llama. My field area has the most meteorite finds of any area in North America. Mike has traveled the world in search of meteorites and was immediately interested.



The legendary Skip Wilson, the only other person to find over 100 meteorites in one area in North America. Over 100 publications have been written as a result of his finds. Hopefully my work will someday have similar impact on the field of meteoritics.



First new meteorite of the season.



Another nice meteorite.

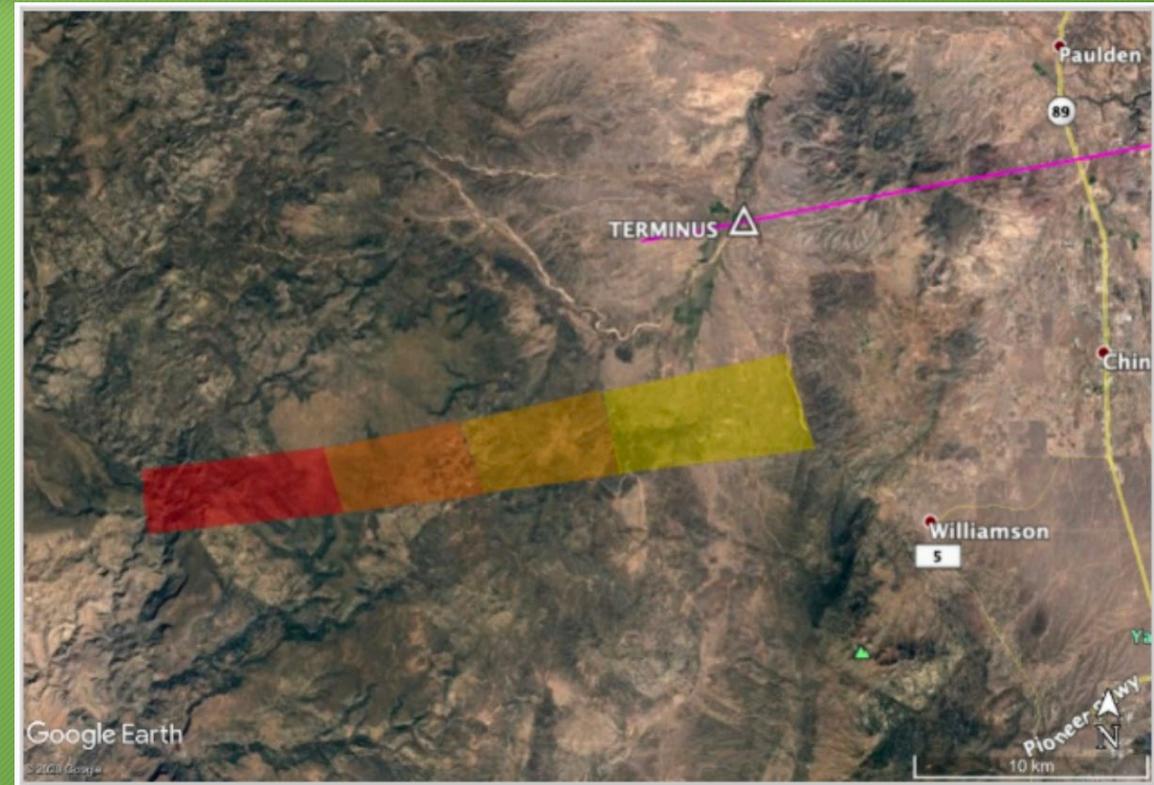


Meteorite samples at the Tucson Show.

Notice the price for 0.9 grams of NWA 8171!



Radar signature and predicted strewnfield of Prescott meteor.
Almost on top of my house! By coincidence the same thing
happened to Skip Wilson.



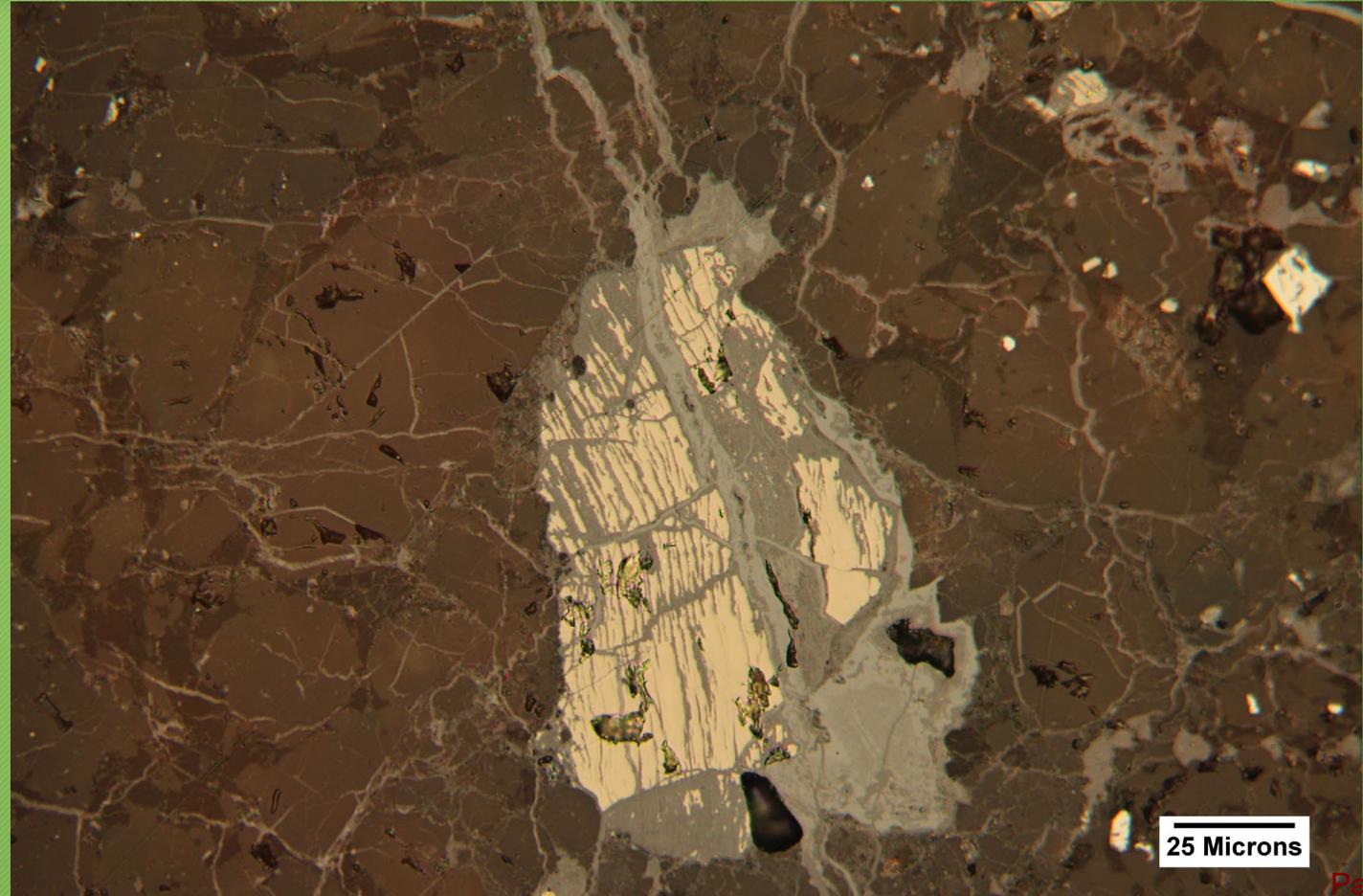
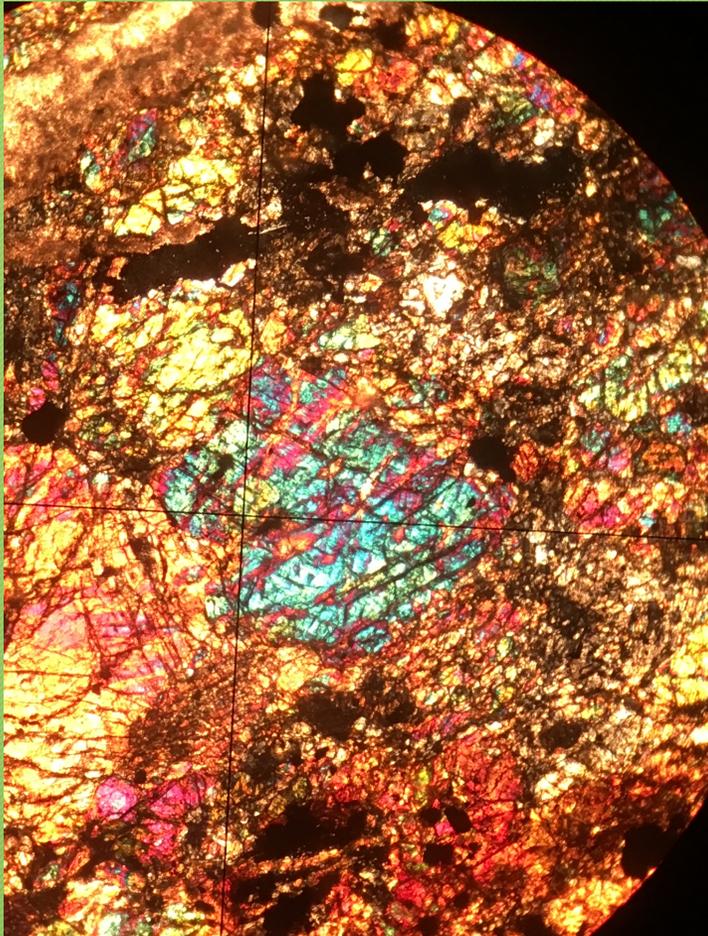
Preparing plug sample for electron microprobe analysis by Mike Zolensky.



Chris Dunn
P.O. Box 3888
Chino Valley, AZ 86323

Mike Zolensky
X12, NASA Johnson Space Center
2101 NASA Parkway
Houston, TX 77058

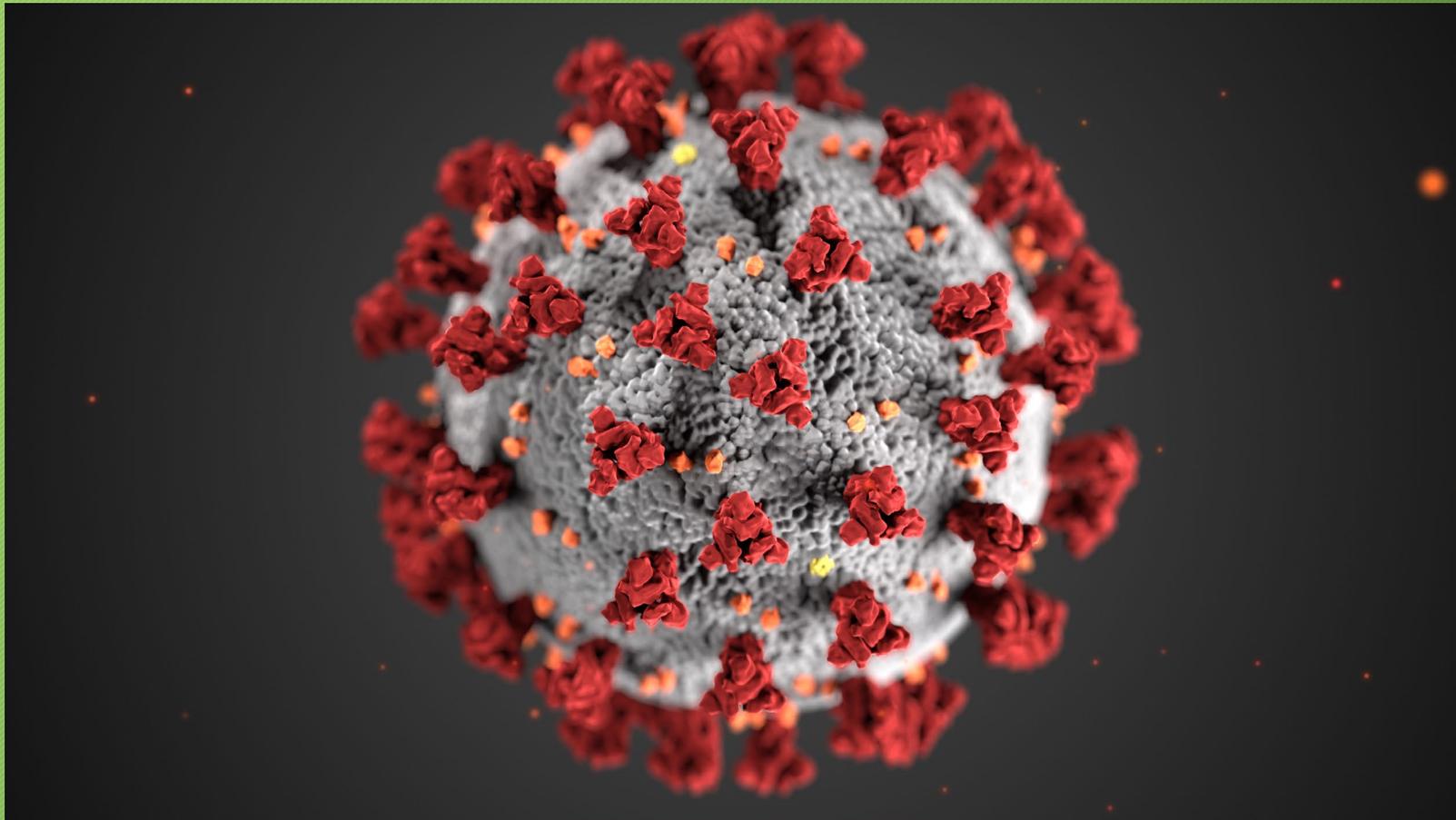
A meteorite thin section viewed with a polarizing microscope for mineral identification and a 50X reflected light image. (The latter courtesy of Dr. Robert Reisner.)



The largest ordinary chondrite found in Arizona. Found by a resident of Yavapai County and brought to me at YC for identification.
85 pounds!



And then it came to a screeching halt!



Thank you and a request.

- I want to thank the Administration and Governing Board of Yavapai College for supporting my sabbatical. Being able to attract Mike Zolensky from NASA to collaborate and his offer to classify over 100 meteorite samples free of charge demonstrates the significance of my work. Unfortunately the most important parts, classification of those samples and visits to collections and laboratories, were shut down due to the pandemic. It is my hope that, with the support of YC and the remainder of my unspent budget, I will be able to continue these activities when conditions permit.

Item #3.4.1

DATES AND PLACES OF FUTURE MEETINGS – FY 2020-2021	
TYPE OF MEETING	DATE/DAY/TIME/LOCATION
JUNE 2020– NO BOARD MEETINGS	
Regular Board Meeting*	July 28, 2020 Friday, Time 2 p.m. Location: Zoom
Board Special Session	August 5, 2020 Wednesday, Time 1 p.m. Location: Zoom
Regular Board Meeting	September 8, 2020, Tuesday, 1:00 p.m. Location: Rock House or Zoom
Regular Board Meeting*	October 20, 2020 Tuesday, 1:00 p.m. Location: Sedona Center or Zoom
Regular Board Meeting*	November 17, 2020, Tuesday, 1:00 p.m. Location: Zoom
Budget Workshop/Regular Meeting	January 12, 2021, Tuesday 9:00 a.m. Location: Rock House or Zoom
Regular Board Meeting	February 9, 2021, Tuesday, 1:00 p.m. Location: Chino Campus or Zoom
Two-Day Board Retreat	Friday and Saturday, February 26 and 27, 2021 9:00am – 4:00pm Location: Prescott Valley Campus or Zoom
Regular Board Meeting	March 9, 2021, Tuesday, 1:00 p.m. Location: CTEC Campus or Zoom
Regular Board Meeting	April 13, 2021, Tuesday, 1:00 p.m. Location: Rock House or Zoom
Regular Board Meeting	May 18, 2021, Tuesday, 1:00 p.m. Location: Prescott Campus Community Room (19-147) or Zoom
JUNE 2021 NO REGULAR BOARD MEETING	
JULY 2021 NO REGULAR BOARD MEETING	

*Regular Board Meeting not held on the typical 2nd Tuesday of the month.

2020-2021
District Governing Board
Calendar

Dates

Month	Meeting Type
June	No Meeting
Tuesday, July 28, 2020 2:00pm Zoom	Regular Meeting
Tuesday, August 4, 2020 4:00pm Zoom	Special Session
Tuesday, September 8, 2020 1:00pm Rock House or Zoom	Regular Meeting
Tuesday, October 20, 2020 1:00pm Sedona Campus or Zoom	Regular Meeting
Tuesday, November 17, 2020 1:00pm Verde Valley Campus or Zoom	Regular Meeting
Wednesday, December 9, 2020 4:00pm – 6:00pm Rock House and Outside Atrium	Board Recognition
Tuesday, January 12, 2021 9:00am Rock House with a Zoom option	Budget Workshop/Regular Meeting
Tuesday, February 9, 2021 1:00pm Chino Campus or Zoom	Regular Meeting
Friday & Saturday, February 26 & 27, 2021 9:00am – 4:00pm Prescott Valley Campus or Zoom	Two-Day Board Retreat
Tuesday, March 9, 2021 1:00pm Verde Valley Campus or Zoom	Regular Meeting
Tuesday, April 13 , 2021 – change to the 20 th 1:00pm Rock House or Zoom	Regular Meeting
Tuesday, May 18, 2021 1:00pm Prescott Campus Community Room (19-147) or Zoom	Regular Meeting

Item #3.4.2

DATES AND PLACES OF EVENTS – FY 2020-2021	
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
ACCT Leadership Congress	August 3, Monday - 6, Thursday, 2020 -Time: 11-1:15PM Eastern Location: Zoom *If interested please registrar with Scottie
Fall Convocation	August 10, 2020, Monday 9:30 a.m. – 4:00 p.m. Location: Virtual
ACCT Virtual Leadership Congress *YC Presentation-COVID-19: Challenges Imposed, Lessons Learned	Monday October 5 – Thursday October 8 Location: Virtual *Tuesday October 6 th 12:15-1:15 (Arizona Time)
Enhancing the Federal Pell Grant Program to Maximize Student Success ACCT Webinar Series: Improving Access and Affordability of Workforce Training with Short -Term Pell	November 12, 2020, Thursday 12PM Location: Virtual Webinar *Please contact Scottie if interested
Enhancing the Federal Pell Grant Program to Maximize Student Success ACCT Webinar Series: Expanding Educational Opportunity for Incarcerated Students through Second Chance Pell	December 3, 2020, Thursday 12PM Location: Virtual Webinar *Please contact Scottie if interested
District Governing Board Social In Recognition of Outgoing Board Members	December 9, 2020, Wednesday 4:00 p.m. – 6:00 p.m. Location: Rock House/Outside Atrium *Please RSVP with Scottie no later then Monday November 23, 2020
Northern Arizona Regional Training Academy (NARTA) Commencement	December 10, 2020, Thursday – Time: 11 AM -1 PM Location: Calvary Chapel of Prescott 2313 State Route 69 Prescott, Arizona
Nursing Pinning Ceremony	December 11, 2020, Friday – 1:00 pm Location: Prescott Campus – Performing Arts Center
ACCT Community College National Legislative Summit	Sunday February 7 – Wednesday February 10, 2020 Location: Washington, DC *If interested please let Scottie know by 12-18-2020 for the Early Bird Deadline
Nursing Pinning Ceremony	May 12, 2021, Wednesday – 4:00 pm Location: Prescott Campus – Performing Arts Center
Verde Valley Commencement	May 14, 2021 Friday – Time: TBA Location: Verde Valley Campus
Prescott Commencement	May 15, 2021 Saturday – Time: TBA Location: Performing Arts Center
GED Graduation Ceremony	May 22, 2021, Saturday – Time: 1:00-3:0o pm Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	May 27, 2021, Thursday – Time: TBA Location: Prescott Campus – Performing Arts Center
ACCT Leadership Congress 2021	Wednesday October 13 – Saturday October 16, 2021 Location: San Diego, California