

Yavapai College
District Governing Board
Regular Meeting

Tuesday, November 9, 2021
1:00 p.m.

Prescott Campus
Rock House
1100 East Sheldon Street
Prescott, Arizona 86301

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. General Functions: Procedural
 - a. Call to Order {Time: 1}
 - b. Pledge of Allegiance {Time: 1}
 - c. Adoption of Agenda – **DECISION** {Time: 1}
2. Study Session
 - a. Open Call – **INFORMATION** {Time: 10}
 - b. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
 - i. Prescott Campus Program Highlight – Dr. Diane Ryan
 1. Performing Arts Program – Dr. Craig Ralston (*Attached*)
 - ii. College Council – Dr. Diane Ryan, Dr. Emily Weinacker, and Mr. Rodney Jenkins
 1. Faculty Senate – Ms. Jill Fitzgerald (*Attached*)
 2. Staff Association – Ms. Linda Brannock (*Attached*)
 3. Student Government Association – Mr. Andrew Tucker (*Attached*)

- iii. Budget to Actual Monthly Report and Cash Reserves Monthly Report
(*Attached*)
 - c. Overview and Environmental Scan of Yavapai County and Yavapai College – Dr. Tom Hughes - **INFORMATION AND DISCUSSION** {Time: 20} (*Attached*)
 - d. Board Liaisons’ Reports - **INFORMATION AND DISCUSSION** {Time: 10}
 - i. Board Spokesperson – Board Chair McCasland
 - ii. Arizona Association of Community College Trustee (AACCT) – Board Chair McCasland and Board Secretary Sigafos
 - iii. Yavapai College Foundation – Board Chair McCasland
 - e. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}
 - i. 2021-2022 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats (*Attached*)
 - ii. 2021-2022 Dates, Times, and Places of Future College Events (*Attached*)
 - iii. 2021-2022 Dates, Times, and Places of Future National, State, and Local Conferences (*Attached*)
- 3. Board Business
 - a. Proposed Additional Tuition Discount for Fiscal Year 2023 – Dr. Clint Ewell - **DISCUSSION AND DECISION** {Time: 10}
 - b. Yavapai College District Governing Board Legal Counsel Services – Chair McCasland –**DISCUSSION AND DECISION** {Time: 15} (*Attached*)
 - c. Consent Agenda – **DECISION** {Time: 5}
 - i. Board Regular Minutes – Tuesday, October 19, 2021 (*Attached*)
 - ii. City of Prescott Contract Intergovernmental Agreement Northern Arizona Regional Training Academy (NARTA) Sergeant (*Attached*)
 - iii. Receipt of Report on Revenues and Expenditures for September 2021 (*Attached*)
 - d. Executive Session
 - i. Pursuant to A.R.S. §38-431.013(A)(3), the District Governing Board may vote to convene in executive session for the discussion and consultation with their attorney for legal advice regarding A.R.S. §15-1444(A)(7) - **PROCEDURAL** {Time: 60}
 - e. Yavapai College District Governing Board Resolution 2021-07 – Directing the President to Adopt a Participatory Governance Model – Chair McCasland - **DISCUSSION AND DECISION** {Time: 10} (*Attached*)
- 4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}

YC Performing Arts



Performing Arts Department - Choral & Vocal



Performing Arts Department - Instrumental



Performing Arts Department - Theatre & Dance



Performing Arts Department – Technical Theatre



Performing Arts
Department

Fall Musical

It's a Wonderful Life

Yavapai College
Performing Arts Department

It's a Wonderful Life
The Musical

THURSDAY, DECEMBER 16TH – 7:00 P.M.
FRIDAY, DECEMBER 17TH – 7:00 P.M.
SATURDAY, DECEMBER 18TH – 2:00 P.M. & 7:00 P.M.
SUNDAY, DECEMBER 19TH – 3:00 P.M.

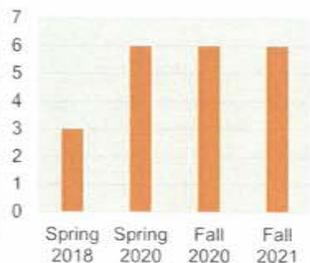
VISIT YCPAC.COM FOR TICKETS

Performing Arts Department – It's a Wonderful Life

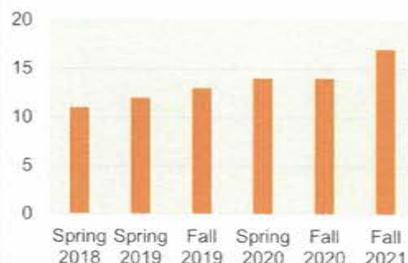


The Performing Arts *Emerging From Covid* Music

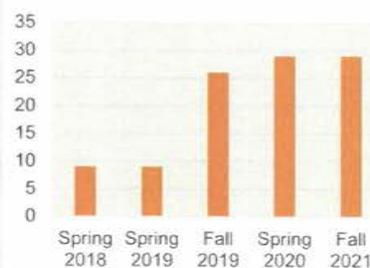
MUS104
Piano Class



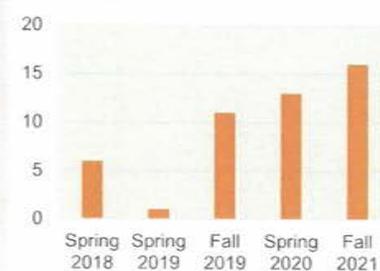
MUS106
Voice Class



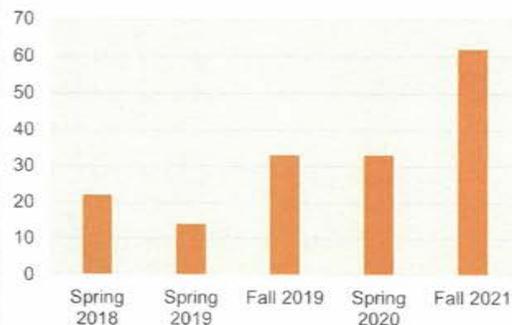
MUS110
Concert Band



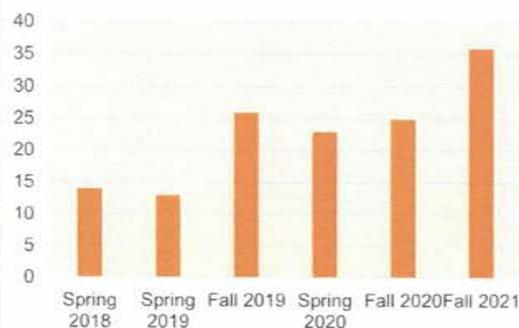
MUS114
Big Band Trailblazers



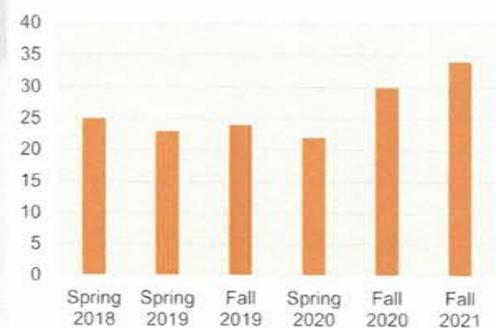
MUS224 Master Chorale



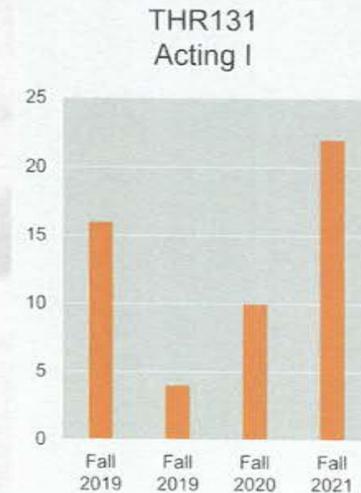
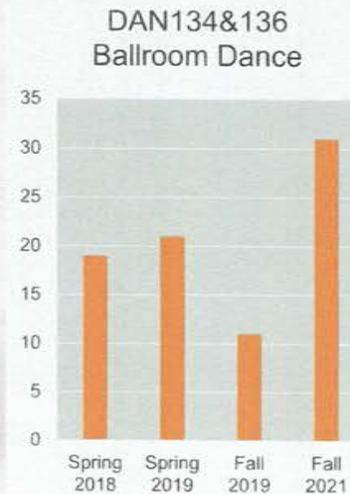
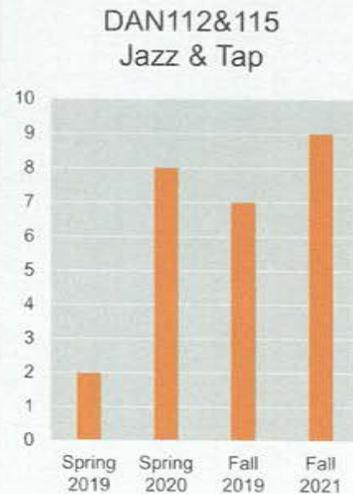
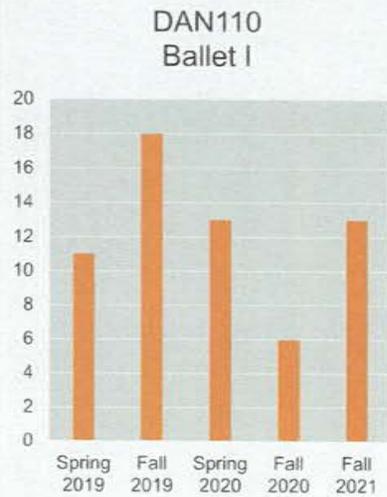
MUS151 Applied Music



MUS101 Private Music I



The Performing Arts *Emerging From Covid* Dance and Theater



The Performing Arts *Emerging From Covid*

Performing Arts Department Enrollment

Fall 2020 had a total of 213 student enrollments

Fall 2021 has a total of 564 student enrollments

This is an increase of **165%**

YCPAC – Mainstage

- *Bluegrass Mass* – October 23 & 24, 2021
- *Twenguero presents “Backroads”* (cabaret) –
October 29, 2021
- *Voices of Service* – November 12, 2021
- *Kalie Shorr* (cabaret) – November 19, 2021
- *Josh Turner* – December 2, 2021
- *Handel’s Messiah* – December 4 & 5, 2021
- *Croce Plays Croce* – January 14, 2022
- *We Banjo 3* – February 3, 2022
- *The Ten Tenors* – February 18, 2022
- *The Voices of Dance* – March 5 & 6, 2022
- *Pink Martini* – March 24, 2022
- *Mike Super’s Magic & Illusion* – March 26, 2022
- *Brian Regan* – May 5, 2022
- *Chris Perondi’s Stunt Dog Experience* - May 28, 2022
- *Boyz Scaggs* – June 8, 2022

YCPAC – Prescott Valley Theater on the Green

- *The John Denver Tribute starring Ted Vigil* – August 22, 2021
- *Run Boy Run* – September 5, 2021
- *The Arizona Highwaymen* – September 19, 2021
- *Piano Men: Generations* – October 3, 2021

YCPAC – Verde Valley

- *Twengüero presents “Backroads”* – October 30, 2021
- *Kalie Shorr* – November 20, 2021
- *The Brian Chartrand Quartet* – March 26, 2022
- *Chicago* (live musical) – April 27, 2022

YCPAC – CUES!

- *The American Revolution* (streaming) – September 13-27, 2021
- *Cuentos: Tales from the LatinX World* (streaming) – September 28-October 12, 2021
- *Moon Shot* (streaming) – October 13-27, 2021
- *Citizen James, or The Young Man Without a Country* (streaming) – October 28-November 11, 2021

- *Dino-Light* (live, Prescott & Verde) – January 19 & 20, 2022
- *The Call of the Wild* (live, Prescott & Verde) – February 10 & 11, 2022
- *Much Ado About Nothing* (live, Prescott) – February 17, 2022
- *The Very Hungry Caterpillar* (live, Prescott) – March 1, 2022
- *Doktor Kaboom! Look Out – Science is Coming!* (live, Prescott & Verde) – May 9 & 10, 2022

.M4

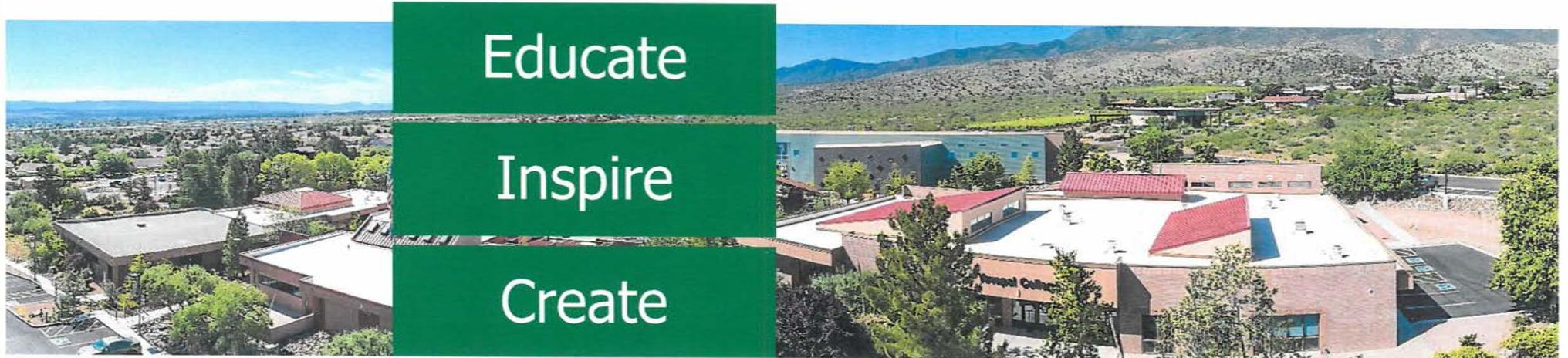
ycfa

YAVAPAI COLLEGE
FACULTY ASSOCIATION

Educate

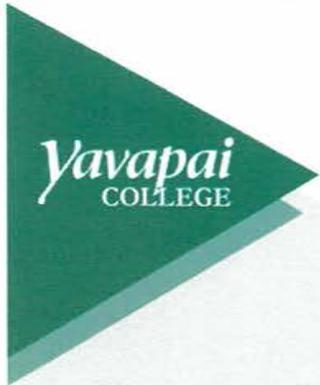
Inspire

Create





IS HERE FOR YOU!





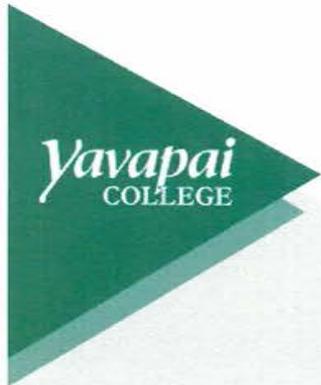
Relationship Excellence

YCSA is committed to effectively partnering with internal and external stakeholders with respect, and collaboration.

YCSA Fosters Relationship Excellence through:

- YCSA Mission
- Verde Valley/Prescott Winter Celebrations
- Prescott/Verde Valley Yrs. of Service Events

**Thank you for your
service on this board
& for your time
today!**



Yavapai College Student Government Association



Recent news with the YCSGA



Meet the new YCSGA Senate!



- Kohl Anderson (Chino Valley)
- Abbie Boyd (Prescott/Prescott Valley)
- Alyssa Haines (Prescott/Prescott Valley)
- Jamie Oltersdorf (Online)
- Sam Hartnett (Residence Halls)



Zach McKeown (CTEC)



Danny Avelar (Verde Valley/Sedona)

Committees



SGA

EQUITY AND DIVERSITY COMMITTEE

Join the Equity and Diversity committee today and be a part of creating a safe and respectful environment for all members of the YC Family.

Deadline to join is October 1st!

- Stamp out discrimination through knowledge and support.
- Provide a safe environment for all to speak and share their beliefs in a respectful way.
- Provide and promote resources and support systems for all members of the YC Family.

to join visit www.yc.edu/committees

Yavapai COLLEGE

SGA

MARKETING AND PUBLIC ENGAGEMENT COMMITTEE

JOIN TODAY!

Deadline to join is October 1st!

Manage all social media and marketing endeavors for the YCSGA.

to join visit www.yc.edu/committees

Be a part of the **SENATE GOVERNANCE COMMITTEE**

Deadline to join is October 1st!

JOIN

October 2021

LEAD ELECTIONS FOR Yavapai COLLEGE

***Handle all elections and election related issues

to join visit www.yc.edu/committees

You Can. We Can. Together.

Future Endeavors



Embedded Tutoring



Student survey

Thank you!



**Yavapai College
Budget to Actual Status by Fund
September 2021**

The President's Monthly report below provides a brief financial status of each of the District's five funds as of September 30, 2021.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund



As of September 30, 2021, the General Fund has a surplus of \$3,813,700. This is primarily the result of tuition and fee revenues being recorded for the fall 2021 semester.

For the fiscal year ended June 30, 2022, the General Fund is projected to be within budget.

Auxiliary Fund



As of September 30, 2021, the Auxiliary Fund has a surplus due to the collection of the fall 2021 semester room revenues. This will even out over the next several months. For the fiscal year ended June 30, 2022, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund



As of September 30, 2021, the Unexpended Plant Fund has a deficit of \$1,756,200 due to a significant amount of Preventative Maintenance and 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, 2022, 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, 2021, the Restricted Fund has a small surplus and is expected to be within budget for the fiscal year.

Debt Service Fund

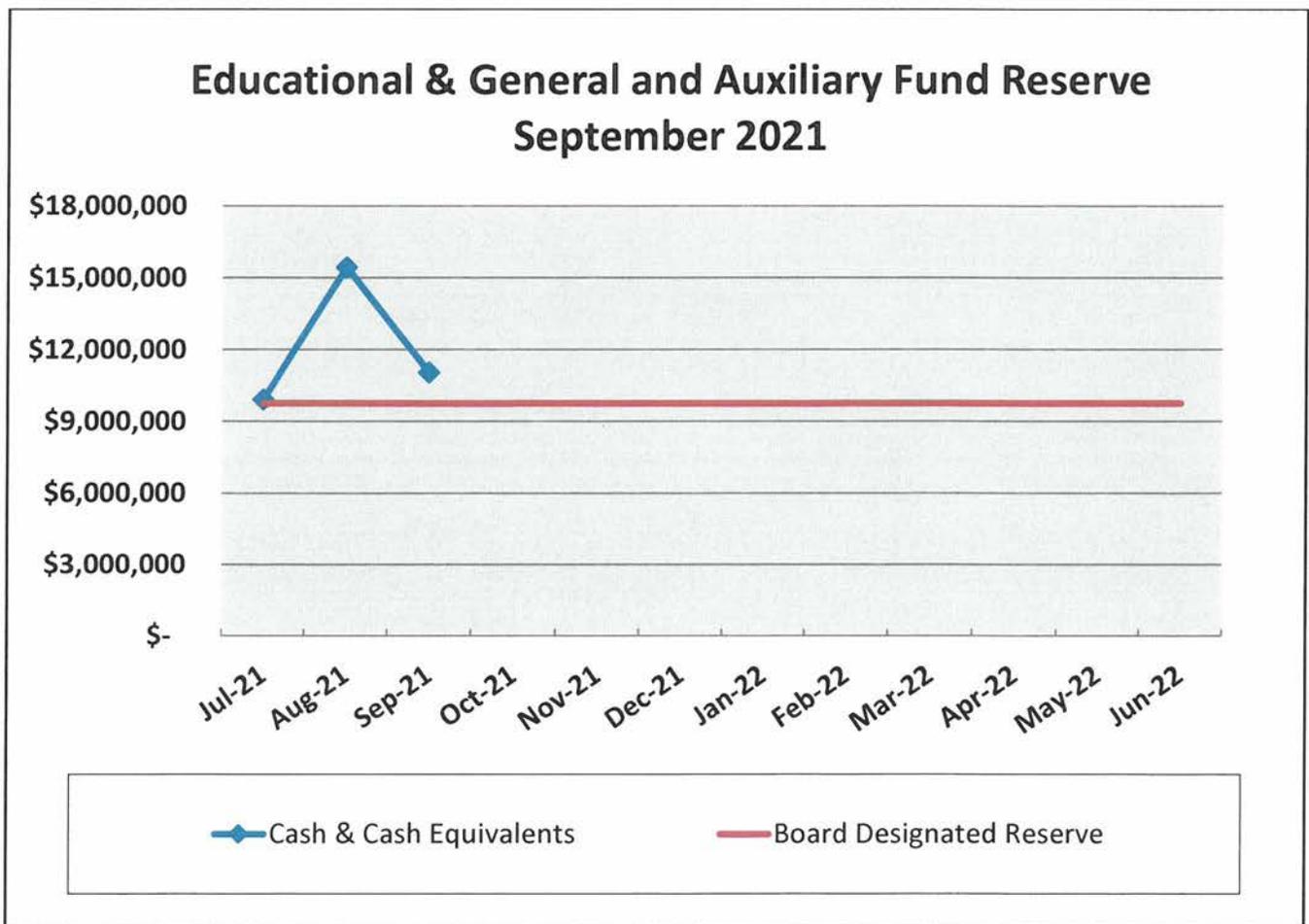


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of September 30, 2021, there were no variances from budget.

Yavapai College Cash Reserves September 2021

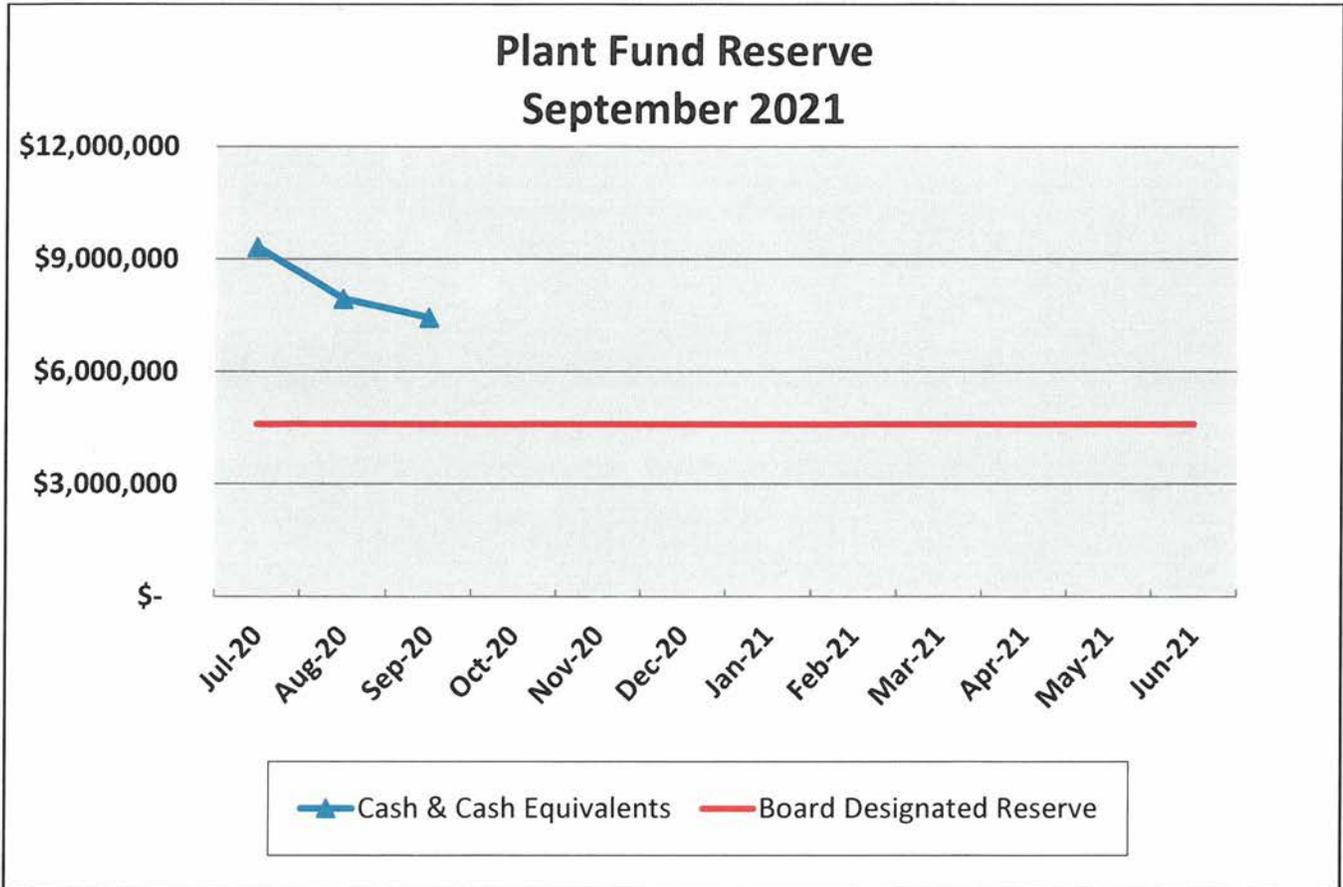
The President's monthly report on cash reserves below displays the District's reserves at September 30, 2021, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



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

As of September 30, 2021, Current Fund reserves have exceeded the DGB's reserve requirements.



Plant Fund Reserves shall not drop below eight percent (8%) of the operating budgets.

As of September 30, 2021, Plant Fund reserves have exceeded the DGB's designated reserve.

ENVIRONMENTAL SCAN REPORT 2021-2022

November 2021



Prescott Campus, Bldg 19, Library Commons



Verde Valley Campus, Bldg 1, Skilled Trades Center

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INTRODUCTION

ENVIRONMENTAL SCAN PURPOSE

The purpose of the environmental scan is to provide a wide range of information that will enable decision-makers to understand the current context in which we operate, predict future trends, and incorporate this understanding into the college's strategic direction. The report examines the following trends:

DEMOGRAPHICS



SOCIAL & POLITICAL



ECONOMY & WORKFORCE



EDUCATION



TECHNOLOGY



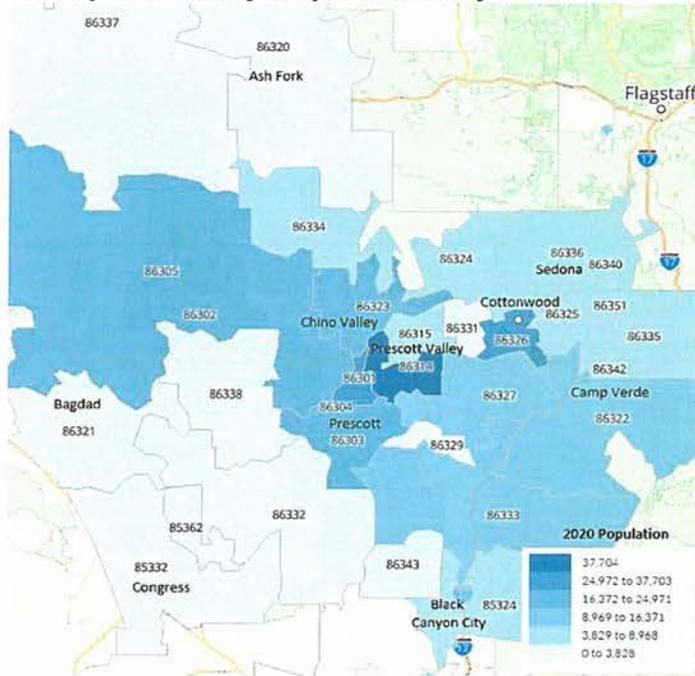
DEMOGRAPHICS

Yavapai County’s population is spread out over 8,000 square miles, geographically divided by the Mingus Mountain range. The Prescott area in the west county and Verde Valley in the eastern portion of the county are the two primary population centers.

POPULATION

The decennial census shows Yavapai County’s 2020 population at 236,209. Yavapai County grew almost 12 percent in the past ten years, matching the growth of the state. The west county grew faster (15.1%) compared to more tepid growth in the east (4.8%) over the last decade.

Yavapai County Population by Location



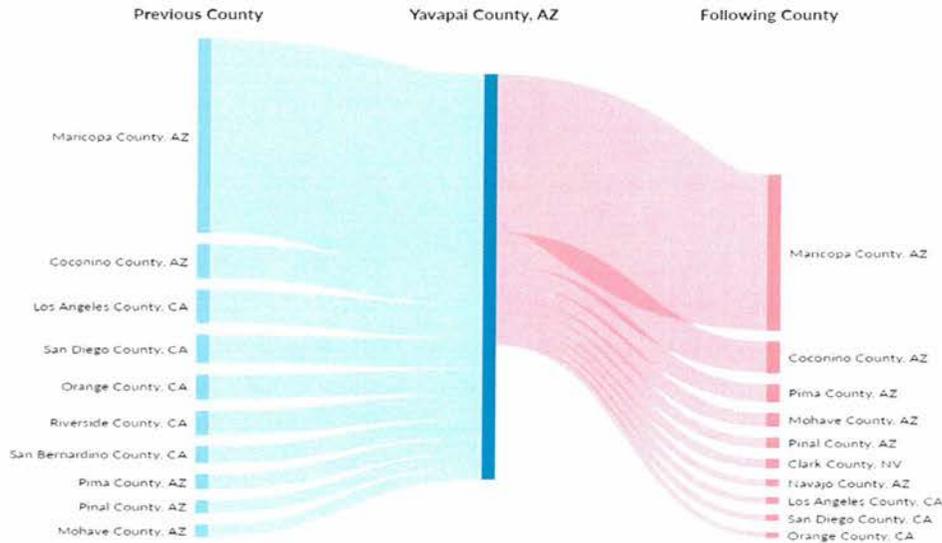
Source: EMSI

Yavapai County Sub Area Population and Net Growth

	2010	2020	Net Growth (2010-2020)	% Growth (2010-2020)
Yavapai County	211,033	236,209	25,176	11.9%
West	146,712	168,797	22,085	15.1%
East	64,321	67,412	3,091	4.8%

Source: U.S. Decennial Census 2010, 2020

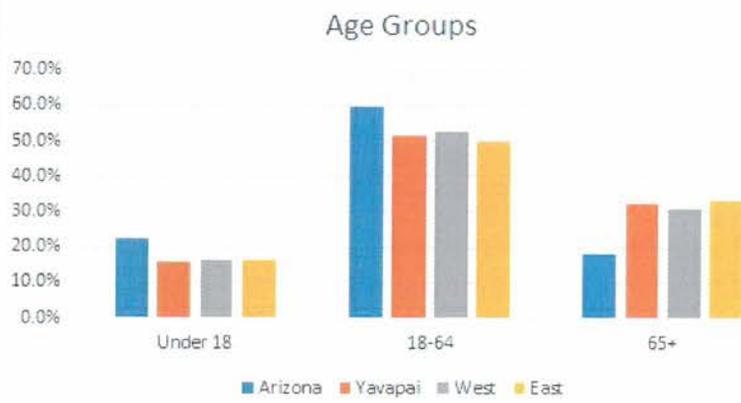
NET MIGRATION



- With a negative birth rate, Yavapai County is dependent on in-migration to grow. Yavapai County experiences significant in-migration; it also has a large out-migration. In 2019, according to IRS migration data, 12,910 people moved into Yavapai County, while 9,170 moved out of the county.¹ Factors affecting out-migration include low wages, low stock and high-cost housing, and a shortage of medical services.

AGE GROUPS

Yavapai County’s share of the population age 65 and older is near twice that of Arizona and the U.S. as a whole. The over 65 populations are consistent between east and west Yavapai County. Less than half of the county’s population is prime workforce age (25-64). The west sub-county area has the largest proportion of traditional-age college students (18-24).



Source: U.S. Census, 2020; East and West estimates by IER

Most county growth since 2010 occurred in the age group 65 and over. The under 18 age group declined, while the 18-64 group grew a modest 4 percent. These age trends signal a significant shift for Yavapai College and its curriculum and program offering.

RACE AND ETHNICITY

The overwhelming majority (80%) of Yavapai County residents are White, Non-Hispanic, with a median age of 58. Hispanics make up the next largest group at 15% with a median age of 28, 50% younger than the majority race.

Yavapai County’s minority populations are appreciable younger than the White majority.

Yavapai County Race and Ethnicity

	2010	2020	Net Growth (2010-2020)	% Growth (2010-2020)
POPULATION BY RACE/ETHNICITY				
White alone	172968	183296	10,328	6.0%
Black alone	1104	1415	311	28.2%
Asian alone	1703	2802	1,099	64.5%
American Indian/Alaska Native alone	2981	3588	607	20.4%
Two or More Races	3361	9647	6,286	187.0%
Hispanic or Latino	28728	34390	5,662	19.7%
Some Other Race alone	188	1071	883	469.7%

Source: U.S. Decennial Census 2010, 2020

Yavapai College Median Age

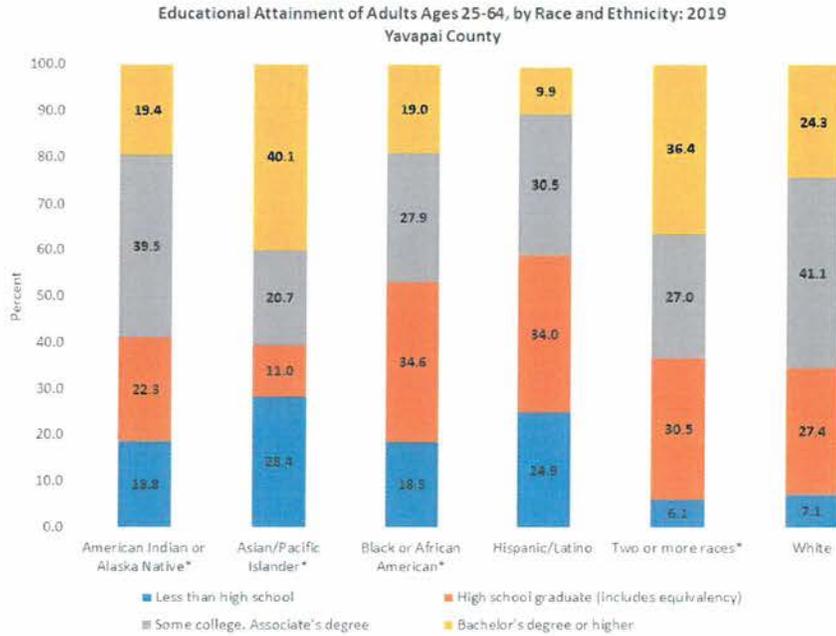
MEDIAN AGE BY ETHNICITY	
Hispanic Median Age	28.3
White Non Hispanic Median Age	57.6

Source: EASI Analytics Inc. 2020

EDUCATIONAL ATTAINMENT

Educational Attainment Workforce Population (Age 25-64)

Source: IPUMS USA, 2015-2019 American Community Survey 5-Year Estimates Micro Dataset

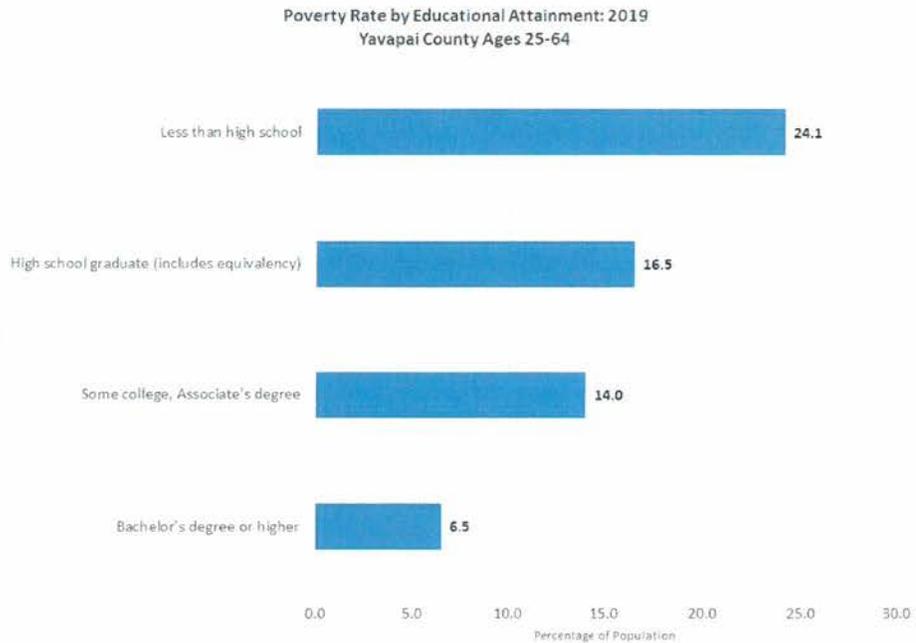


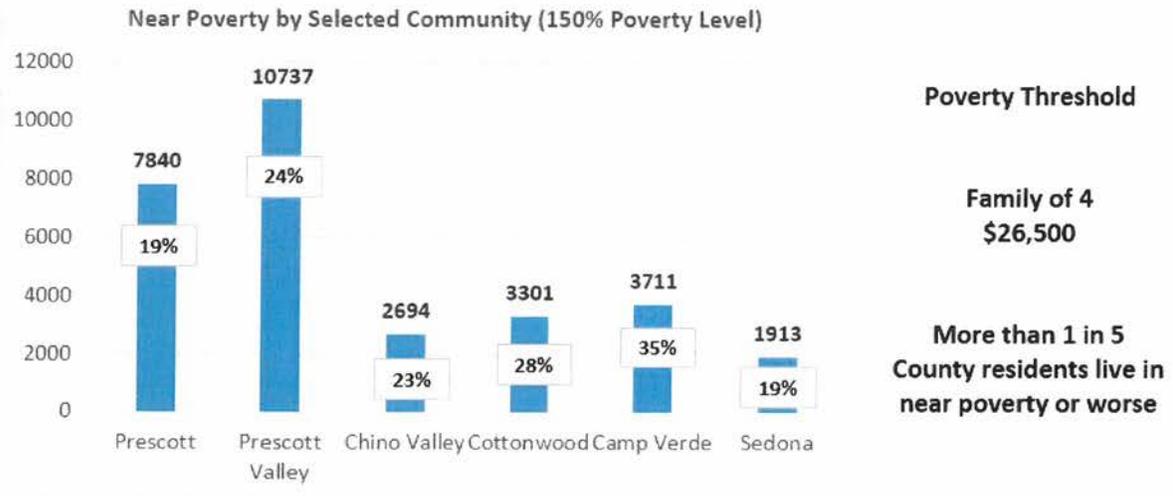
- Examining educational attainment, Hispanic residents continue to lag all other groups. This gap represents an ample opportunity to increase the education levels of Hispanic residents of Yavapai County.

POVERTY

Education and poverty.

There is a direct association between educational attainment and a region's poverty rate. Poverty rates are significantly lower for County residents with a postsecondary credential





Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Yavapai County High Schools Free and Reduced Lunch

Low	21%	Prescott High School
High	82%	Mayor High School
Average	59%	East County (1,303 students)
Average	41%	West County (2,284 students)

Source: School Food Authorities 19-20 for public high schools

Source: Arizona Department of Education 19-20 for charter high schools

- High school free and reduced lunch rates are another indicator of financial challenge. The median free/reduced lunch student percentage at Yavapai County high schools is 49%.

Questions for Consideration

1. Given our demographics, how can YC better reach and better serve the Hispanic community?
2. How do we improve our recruitment and marketing efforts to entice the 65,000 non-traditional aged residents who do not have a degree?
3. We know Pell covers tuition and books for those with the greatest need. How does Yavapai College address college cost barriers for community members facing hardships not covered by Pell?

SOCIAL AND POLITICAL

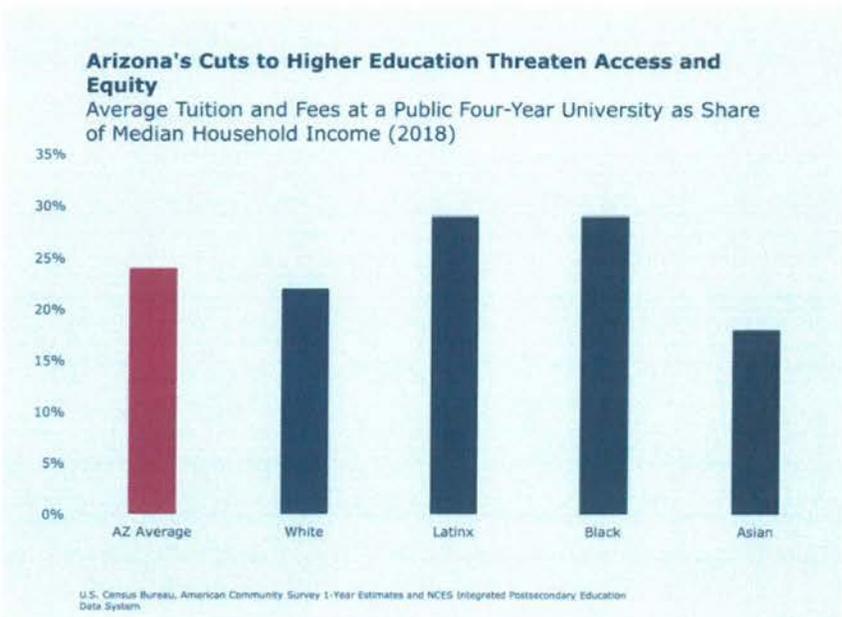
PUBLIC FUNDING FOR HIGHER EDUCATION

Institutions dependent on state and federal funding to support their students and operations must continuously adapt their resources and capabilities according to the shifting sands of political favor. Federal pandemic funds have been a life preserver for some institutions and wholly insufficient for others, and changes in political power and priorities over the next several years may have important implications for whether and to what extent institutions continue to be valued as critical for economic and community growth.

In Arizona, state support of public colleges and universities has fallen short. According to a new report from the Center on Budget and Policy Priorities, between 2008 and 2019 Arizona made more cuts to higher education funding than any other state. After adjusting for inflation, per-student funding for Arizona public colleges and universities is 54.3 percent below 2008 levels.

The state has made deep cuts to public universities and colleges, which have driven up tuition costs, making college less affordable and shifting costs from the state to students and their families. Arizona’s failure to restore funding and invest in higher education over the last decade significantly harms students of color and those with low incomes the most. Since 2008, the average tuition is up by 78 percent or \$5,224 per-student at a four-year public university in Arizona.¹²

Rising college costs place much greater burdens on families of color, who pay much more of their income for college because of longstanding discrimination in employment and wages. The average in-state net price at a public four-year college in 2018 accounted for 29 percent of the median household income for both Black and Latinx households, compared to 24 percent of the Arizona average.

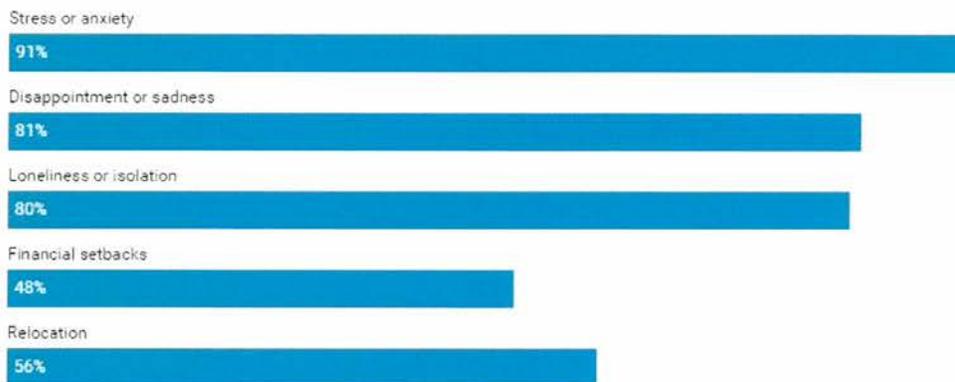


MENTAL HEALTH ISSUES

Already a recurrent concern on campuses, mental health issues have been exacerbated by recent disruptions and changes to our social, political, and educational landscapes and have presented institutions with additional challenges in ensuring the safety and well-being of students and faculty and staff. In many cases, students, faculty, and staff have experienced extended periods of time isolated from family, friends, and colleagues, and worsening economic and political conditions across many local communities have contributed to heightened feelings of worry and stress. Institutions exploring longer-term transformations to their business and/or educational models— particularly changes involving remote or virtual experiences—will also need to explore transformations to their student and employee support models to address the mental health challenges of their communities.

Covid-19's Effects on College Students

In an April 2020 survey of 2,086 college students, the vast majority indicated that Covid-19 had negatively affected their mental health.



Source: [Active Minds Spring 2020 Student Survey - Get the data](#) - Created with [Datawrapper](#)

According to an April [survey by Active Minds](#), a national mental health advocacy group, 80 percent of college students say the Covid-19 crisis has negatively affected their mental health. One-fifth say it has significantly worsened.¹³

Colleges will have to help students help themselves through this new wave of psychological distress — and they'll have to be careful about the messages they send. They'll need a nuanced approach, offering resilience strategies while recognizing students' grief.

DEMOGRAPHIC CLIFF

Birth rates in the U.S. have declined 50 percent between 1950 and today, with 2020's birth rates setting a record low. Other countries are seeing similar trends. Experts say this pattern has numerous implications. Work, for example, might have to be restructured for fewer employees, with the need for more flexibility around hours and benefits. Housing and health care will have to accommodate an aging population. Education will serve fewer learners, perhaps leading to the closing of educational institutions.

The US fertility rate is declining

In recent years, the number of births per 1,000 women of childbearing age (ages 15 to 44) in the U.S. has been decreasing

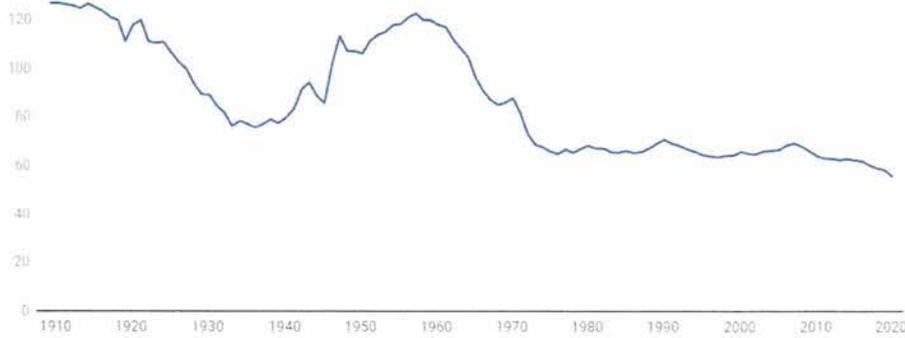


Chart: The Conversation, CC-BY-ND • Source: National Center for Health Statistics • Get the data

Fewer babies and young people and a growing older population will undoubtedly affect future generations. In the U.S., lower fertility rates translate to fewer working-age people and

possible labor shortages in many sectors of the economy. According to the [U.S. Census Bureau](#), the percentage of people age 65 and older has been growing, increasing by one-third since 2010.

Declining fertility rates are a growing concern for educators and policymakers. The so-called “[demographic cliff](#)” will inevitably lead to school closings and consolidation, and declining student recruitment and enrollment in the U.S. One projection is that there will be 10% fewer college students in 2054 than today.¹⁴



LEGISLATIVE CHANGES

Four-Year Degrees. The potential for four-year programs at Arizona community colleges became a reality in 2021 with the passing of Arizona Senate Bill 1453. The legislation requires the price of baccalaureate-level courses at community colleges to be no more than 150 percent higher than courses for two-year degree programs.

Regulatory Changes. Recent Department of Education (DOE) changes that went in to effect on July 1, 2021 have added additional requirements for program-level changes triggered by

1. A change in an existing program's method of delivery.
2. An aggregate change of 25 percent or more of the credit hours, or content of a program since the most recent accreditation review.
3. Development of customized pathways or abbreviated or modified courses or programs to:
 - Accommodate and recognize a student's existing knowledge;
 - Close competency gaps between demonstrated prior knowledge.
4. The initiation of a contractual or other arrangements wherein an institution outsources some portion of one or more of its educational programs.

While for-credit offerings have become burdensome by regulatory changes, the new legislation makes it easier and encourages institutions to partner with non-credit and industry entities.

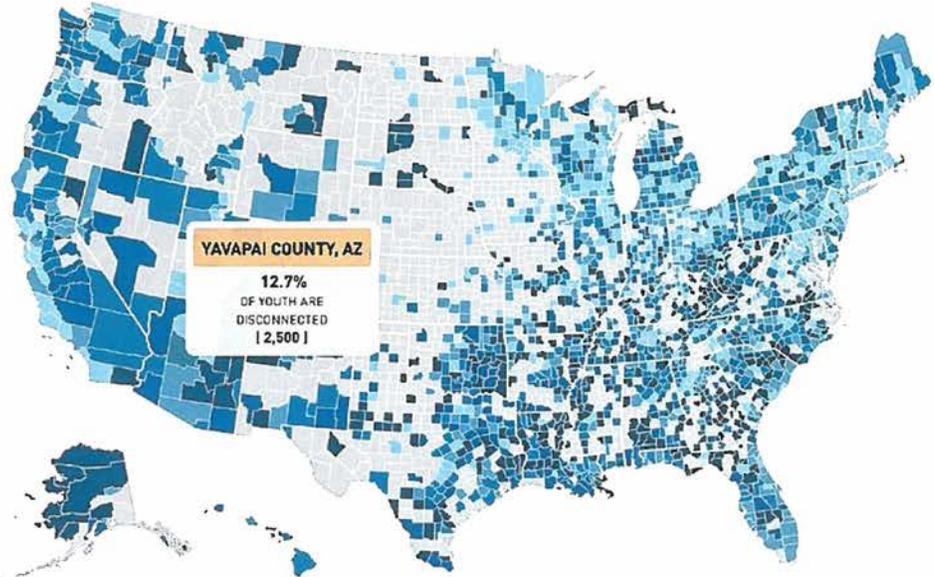
Questions for Consideration

4. How can Yavapai College help elected officials and the public at large better understand the relationship between higher education and economic development? How can we merit additional public funds whether state or local? How can we further diversify our revenue streams?
5. Beyond the CARES team and the recently implemented Single Stop services, are there other services or processes that would help students experiencing mental health issues?
6. YC has begun several initiatives to address the demographic cliff. Are there others we should consider?
7. Which four-year degrees, if any, could YC offer to support local students and local businesses?

ECONOMY AND WORKFORCE

LABOR FORCE

More than 1 in 10 teenagers and young adults (16-24) in Yavapai County are referred to as disconnected; not enrolled in education or employed.² Studies have shown that disconnected youth have a disproportionate share of health and social problems including chronic unemployment, poverty, incarceration, poor health, and early mortality.



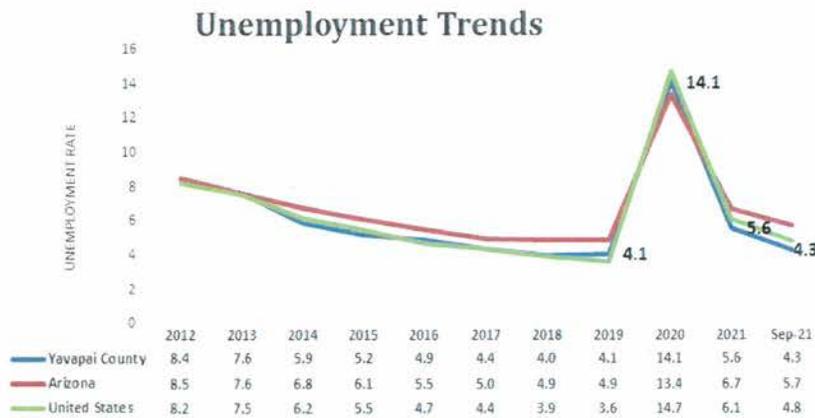
LABOR FORCE

Yavapai County



- Yavapai County's labor force participation rates by all measures are significantly lower than the state's rates. For comparison, Arizona's overall labor participation rate is 12 percentage points higher at 60%—this large difference is reflective of our aging population.³

UNEMPLOYMENT



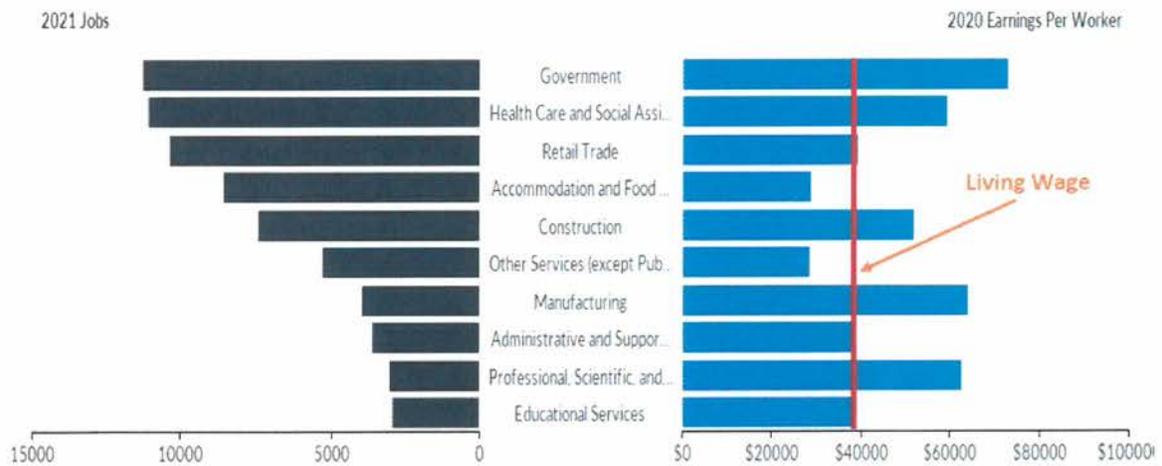
County unemployment has recovered to near pre-pandemic levels. Yavapai’s rate is lower than both the AZ and U.S. unemployment rates.⁴

- The decrease in labor force participation due to Covid-19 suggests that current unemployment rates may understate the share of residents who are out of work.

INDUSTRY ANALYSIS

Yavapai County has the greatest number of laborers in government, healthcare, retail, food and accommodation, and construction. Of these top five sectors, government, health care, and construction provide high wage earnings.

Largest Industry Sectors in Yavapai County 2021



- 5 of County’s top 10 industry sectors have average earnings per worker below the living wage as calculated by the Economic Policy Institute.

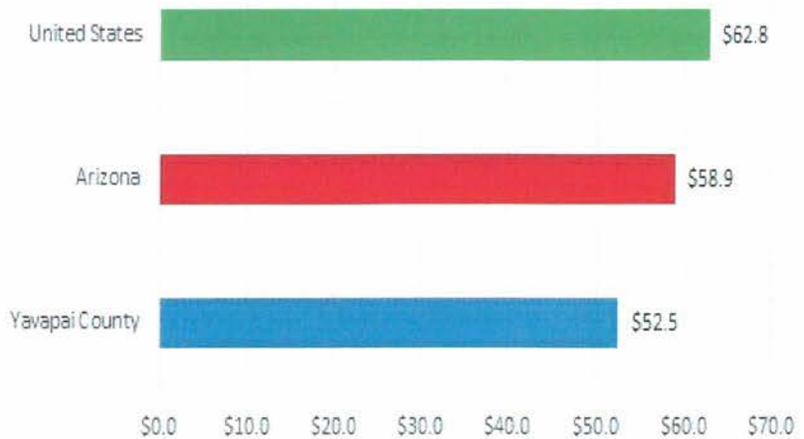
Cross-referencing industry sector growth with occupational growth verifies high demand for academic programs in healthcare, management, business, public administration, and construction technology.

AFFORDABILITY

Per Zillow, the typical Yavapai County home value is \$451,786, an increase of 34% over last year—and 50% higher than the national average of \$308,220.^{5,6}

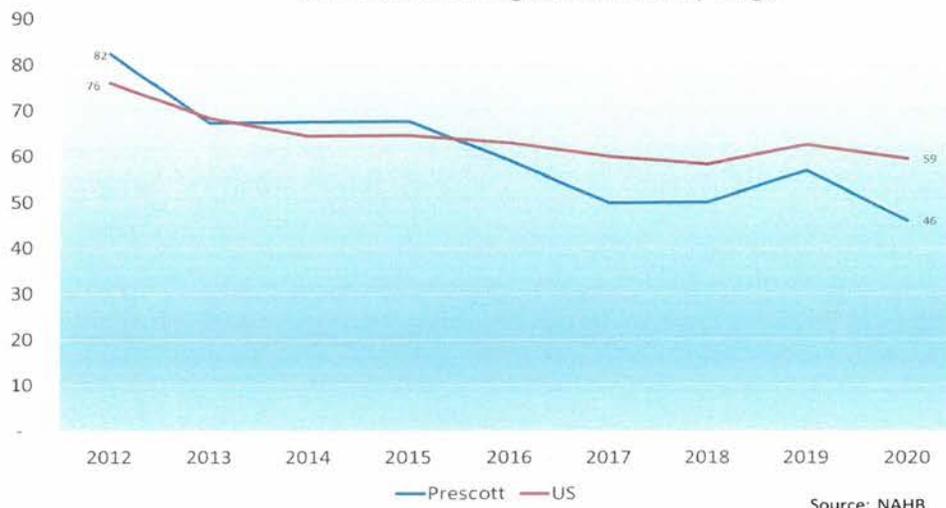
Low Household Income. Yavapai County’s median household income of \$50.5 is \$6.4K below the Arizona median household income and \$10.3k below the national median. The combination of below-average income and high cost of living, especially housing, presents significant headwinds negatively affecting student and labor force recruitment.⁷

Median Household Income



Prescott Housing Opportunity Index

Percent of Housing Stock that is Affordable to Families earning Median County Wage



High Cost of Living. Yavapai County’s higher average cost of living is driven primarily by high housing costs compared to nearby Phoenix and the national average.

Category	Prescott-Prescott Valley AZ	Phoenix AZ	National Average
Grocery	103.4	95.9	100
Housing	133.4	113.0	100
Utilities	93.7	106.0	100
Transportation	95.7	102.0	100
Health	96.8	88.9	100
Miscellaneous	114.1	94.0	100
Composite	113.6	101.2	100

Source: Council for Community and Economic Research, 2021 Quarter 1.

Questions for Consideration

8. Does YC have the right program mix to serve local, state and national job market? Which 4 year degrees, if any, could YC offer to support local students and local businesses?
9. How can YC help in attracting businesses and jobs in high wage industries like manufacturing and professional, scientific, and technical services?
10. How can YC address affordable housing costs in our county?

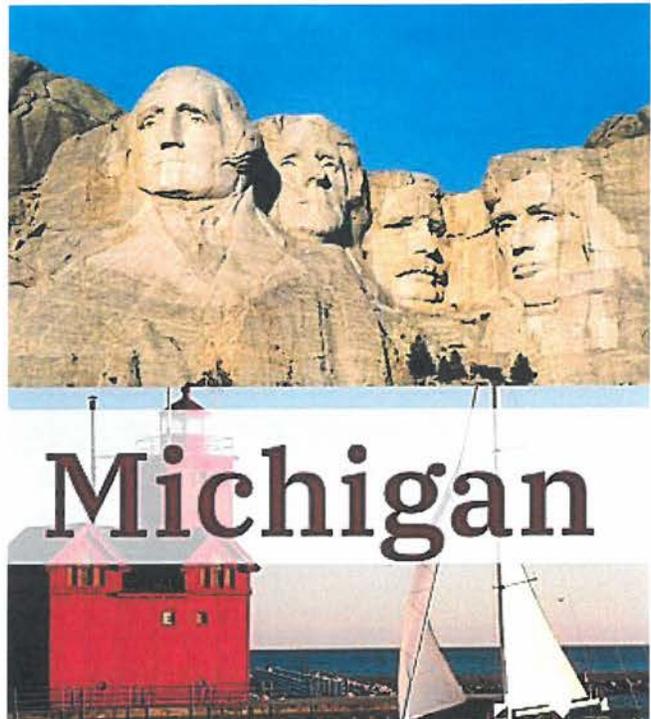
EDUCATION

K-12 EDUCATION TRENDS

There is a national teacher shortage, with many slots being filled by uncredentialed people out of necessity. Part of this has to do with financial pressures. A lack of resources creates high student-teacher ratios (which causes a stressful work environment) and inadequate pay.

Challenged K-12 System.

Attracting and retaining quality teachers is a significant challenge for state k-12 schools. Arizona’s three public universities do not graduate enough students to meet the state’s demand for K-12 teachers. Yavapai County school systems are now regularly recruiting teachers from states like South Dakota and Michigan that produce an over supply of educators. However, the availability and cost of affordable housing in the region is a deterrent for many candidates.



	Arizona Ranking
Teacher Pay*	46th
Expenditures per Student**	47th

*National Education Center's 2018-19 data, analysis.business.org

**U.S. Department of Education, National Public Education Financial Survey, 2016

Teacher Pay and K-12 Funding: Arizona teacher pay remains near the bottom nationally. Despite the recent passage of Proposition 208 that raises teacher pay, Yavapai County teachers remain more than \$6,000 below the Arizona average teacher salary.⁸

Arizona’s expenditures per student also rank as one of the lowest in the nation. A challenged K-12 system presents a significant barrier to recruiting top businesses and talent to the area.

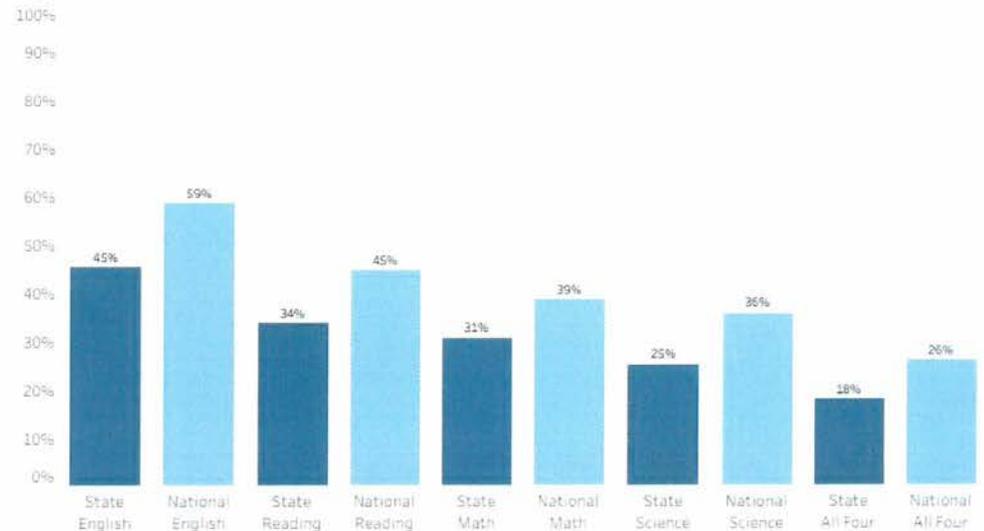
Underprepared Students.

As many as two-thirds of students entering community colleges today require some level of remediation (Cohen & Brawer, 2014).

ACT (2020) reports that just 26% of college-bound students met all four college-readiness benchmarks (English, mathematics, reading, and science).⁹ For Arizona, only 18%, less than 1 in 5 students meet all four college readiness benchmarks.¹⁰

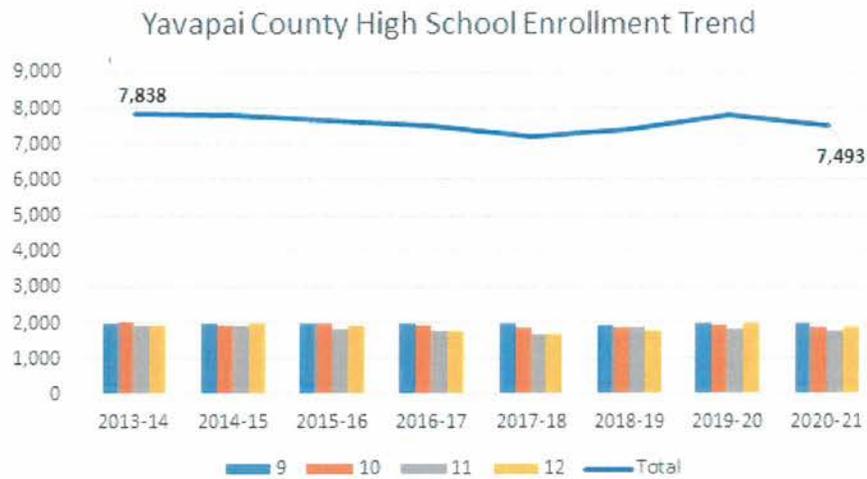
ARIZONA College and Career Readiness Attainment, Participation, and Opportunity

Percent of 2019 ACT-Tested High School Graduates Meeting ACT College Readiness Benchmarks* by Subject



Yavapai County high school enrollments continue to decline.

The net decline between 2014 and 2021 was 345 students. The drop represents a compound average annual enrollment drop of nearly 1 percent.

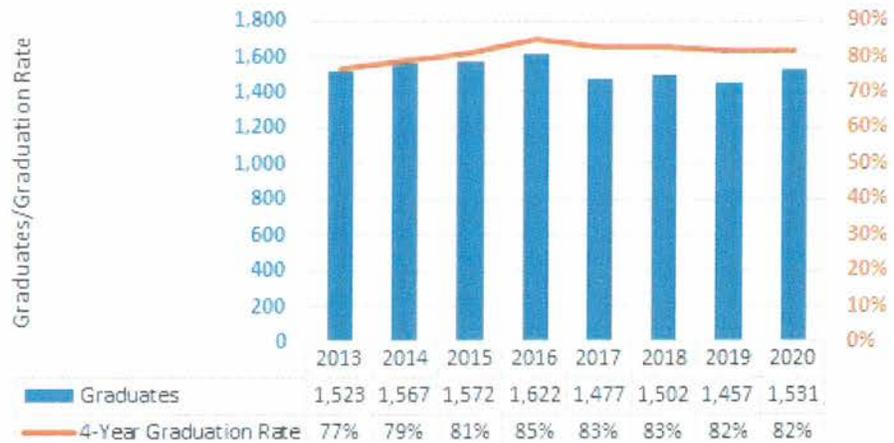


Yavapai County high school graduates.

Declining birth rates and the aging shift in net migration indicate the number of high school graduates will likely continue to decline moderately over the next five years. The rising county high school graduation rate (82%) is encouraging and exceeds the Arizona graduation rate of 78%.

The Western Interstate Commission for Higher Education projects new high school graduates to drop precipitously beginning in 2025. Declines in the Northeast and Midwest are already well underway and foreshadow graduate trends in the West.¹¹

Yavapai County High School 4-Year Graduates



COMPETITION

- Online completion, mainly from companies and institutions that offer multiple semester start dates—many, like Coursera, offer on-demand start dates that can students can complete at their own pace, presenting a threat to YC.



- The Covid-19 pandemic exasperated the growth of online learning options for students. With increased online competition, YC must develop a strategic online direction including standardization, degree pathways, multiple start dates, embedded learning materials, and course success rates on par with face-to-face courses.

- State universities with large marketing budgets and unfettered territory are beginning to enter areas such as offering certificates that previously were the domain of community colleges.



Private competitors as an alternative to traditional higher education are an increasing threat.

- CareerBuilder partnered with Cappella Education to offer a new program called Right Skill—students who are not placed in a new job within 90 days of completing the online program received a full tuition refund.
- LinkedIn Learning offers more than 16,000 courses, many of which offer a skills certificate.
- Coursera and edX are MOOCs offering free online courses by Harvard, MIT, Stanford, and more. Students can pay to earn certificates and micro-degrees.
- Companies like Google are creating their own curriculum to meet industry needs.



CAREERBUILDER®



Questions for Consideration

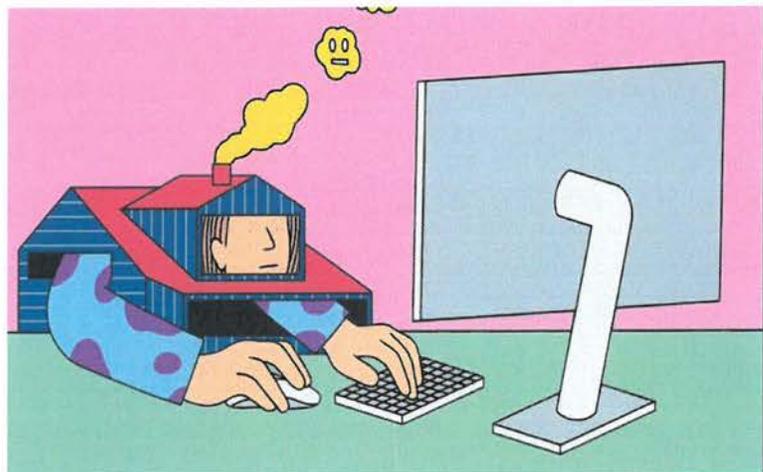
11. Is YC delivering programs the way our students want/ need them? Should we offer more online programs? Short format courses? Bootcamps?
12. Is it time for Yavapai College to explore recruiting students beyond Yavapai County for online and on-ground programs?
13. Should YC explore collaboration with organizations like edX and Coursera to leverage already developed curriculum?
14. Given a shrink in traditional age students how does YC consciously decide who we are, how we are different, and what market needs we are fulfilling?
15. Are there ways YC could help our HS partners recruit and retain qualified teachers?
16. How can YC partner with high schools to produce high school graduates who are college-ready?

TECHNOLOGY

REMOTE LEARNING AND WORK

The permanent shift to increased remote work has brought both new challenges and opportunities. Students, faculty, and staff have embraced online meetings and collaborative tools that make connecting to colleagues fast and convenient. The pandemic accelerated the adoption of these tools, and we have seen continued investments by market leaders to make their products stand out amongst the competition. This shift not only has technology companies in fierce competition, but it also has led to increased competition among institutions to attract and retain students while the overall student pool is shrinking. This competition is an opportunity for nimble colleges and universities to rearchitect their offerings to meet students where they are and not rely on old paradigms.

Remote work has also brought many new technological challenges, such as maintaining adequate IT security for off-site employees and ensuring that stakeholders have the necessary resources (e.g., robust broadband connectivity, modern computers) to use the services effectively. Rural areas are still struggling with the lack of sufficient and affordable broadband connections. Advances such

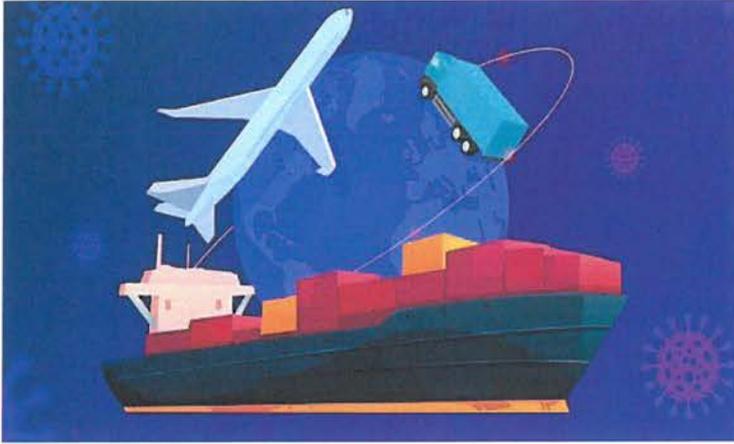


as Starlink (<https://www.starlink.com/>) and the continued building of 5G networks is a step in the right direction to solve this issue. Yavapai County is poised to bridge some of the connectivity gaps for rural areas with its new broadband initiative.

IT SECURITY

IT security continues to be a hot topic in higher education. Challenges in securing the remote workforce, the evolving cyber-treat landscape, and the lack of qualified IT security professionals are making it harder for institutions to stay safe in the digital world. While higher education is competing with the private sector for IT security professionals, we also have the opportunity to train the next generation of these specialists. The higher education community and our government partners have made great strides in advancing our IT security posture. Unfortunately, we are battling more prevalent and sophisticated threats from criminal organizations and nation-states.^{15,16}

COST CONTROL- GLOBAL SUPPLY CHAIN



Colleges and universities are feeling the same pressures as the private sector with increased competition for IT professionals and the inability to acquire hardware components due to global supply chain issues. Also, prices for software and cloud services continue to rise as vendors deal with worker shortages and the need to appease shareholders.¹⁷

DIGITAL TRANSFORMATION (DX)

Colleges and universities are embracing the use of data and technology to transform their institutions. They are asking¹⁸:

- How can we use technology to enhance education by utilizing creative new pedagogic strategies to reach and support more students?
- How can we use data to improve the student experience, retention, faculty teaching and advising, course performance, and students' time to completion?
- How can we utilize new technology to streamline our operations and improve our business processes?

Questions for Consideration

17. How will we maintain a robust on-campus experience while creating a robust on-line learning experience that many potential students desire?
18. What Dx projects should the College consider tackling as we look to remain competitive and offer excellent educational opportunities?
19. How can we enhance our efforts to recruit and train the next generation IT professionals?

REFERENCES

¹IRS Migrations 2019, EMSI Q3 2021 Data Set.

²Disconnected Youth. <https://www.countyhealthrankings.org>

³Arizona Commerce Authority. <https://www.azcommerce.com/oeo/labor-market/labor-force/>

⁴U.S. Bureau of Labor Statistics, Unemployment Rate in Arizona [AZUR], retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/AZUR>, October 27, 2021.

⁵Zillow Home Values Yavapai County. <https://www.zillow.com/yavapai-county-az/home-values/>

⁶Zillow Home Values United States. <https://www.zillow.com/home-values/>

⁷Yavapai County Economic Overview, EMSI Q3 2021 Data Set.

⁸Superintendent's Report: Despite failed override, Prescott teachers and students will shine. <https://www.dcourier.com/news/2020/nov/10/howard-despite-failed-override-prescott-teachers-a/>

⁹<https://www.act.org/content/act/en/research/reports/act-publications/condition-of-college-and-career-readiness-2019.html>

¹⁰<https://www.act.org/content/dam/act/unsecured/documents/cccr-2019/Arizona-CCCR-2019.pdf>

¹¹Western Interstate Commission for Higher Education, Knocking at the College Door: Projections of High School Graduates, 2016. <https://www.wiche.edu/key-initiatives/knocking-at-the-college-door/>

¹²<https://azeconcenter.org/arizonas-cuts-to-higher-education-threaten-access-and-equity/>

¹³https://www.chronicle.com/article/covid-19-has-worsened-the-student-mental-health-crisis-can-resilience-training-fix-it/?cid2=gen_login_refresh&cid=gen_sign_in

¹⁴<https://theconversation.com/expanding-opportunities-for-women-and-economic-uncertainty-are-both-factors-in-declining-us-fertility-rates-162494>

¹⁵<https://www.cyberseek.org/heatmap.html>

¹⁶<https://www.washingtonpost.com/politics/2021/08/02/cybersecurity-202-governments-facing-severe-shortage-cyber-workers-when-it-needs-them-most/>

¹⁷<https://www.educause.edu/research-and-publications/research/top-10-it-issues-technologies-and-trends/2021>

¹⁸<https://www.educause.edu/showcase-series/how-dx-powers-the-post-pandemic-institution>

2021-2022
District Governing Board
Calendar Dates

Agenda Item: **2.e.i.**

Month	Board Study Sessions	Board Meeting Type
Tuesday, September 7, 2021 9:00am-4:00pm Prescott Valley Campus		Policy Workshop
Wednesday, September 8, 2021 9:00am-4:00pm Prescott Valley Campus		Policy Workshop
Thursday, September 9, 2021 9:00am-4:00pm Prescott Valley Campus		Policy Workshop
Tuesday, September 14, 2021 Start Time: 1:00pm Verde Valley Campus	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, October 19, 2021 Start Time: 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, November 9, 2021 Start Time: 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, November 16, 2021 9:00am-4:00pm Career & Technical Education Center		Board Self-Assessment Workshop
Tuesday, December 7, 2021 5:00pm – 7:00pm Hilton Garden Inn Prescott Downtown 300 N Montezuma Street, Prescott, AZ 86301		Board Dinner
Friday, January 28, 2022 9:00am – 4:00pm Prescott Valley Campus		Board Elections & Policy Workshop
Tuesday, February 22, 2022 9:00am – 4:00pm Rock House	Budget Workshop & Study Session 9:00am - 3:00pm	Business Meeting 3:00-4:00pm
Tuesday, March 22, 2022 Start Time: 1:00pm Sedona Campus	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, April 12, 2022 Start Time: 1:00pm Rock House	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, May 17, 2022 Start Time: 1:00pm Prescott Campus Community Room (19-147)		Budget Public Hearing/Adoption Business Meeting
Tuesday, May 24, 2022 9:00am-4:00pm Chino Campus		Board Self-Assessment Workshop

Agenda Item: 2.e.ii.

DATES AND PLACES OF COLLEGE HOSTED EVENTS – FY 2021-2022	
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
Verde Campus Open House	Saturday, June 5, 2021 – 10AM – 12PM Location: Verde Valley Campus
Chino Valley Center Open House	Saturday, June 12, 2021 – 10AM – 12PM Location: Chino Valley Campus
Prescott Campus Open House	Saturday, June 26, 2021 – 10AM – 12PM Location: Prescott Campus
CTEC Open House	Saturday, July 31, 2021 – 10AM – 12PM Location: CTEC
Verde Campus Open House for the Skilled Center and Building L	Saturday, August 7, 2021 – 10AM – 12PM Location: Building L of Verde Valley Campus
Fall Convocation	Monday, August 9, 2021 – 9AM Location: TBD
National Hispanic Heritage Month Open/Kick Off Ceremony	Wednesday, September 15, 2021 – Time: TBD Location: Prescott - Lobby of Building 19 Verde Valley Campus – Lobby of Building M
National Voter Registration Day	Tuesday, September 21, 2021 – Time: TBD Location: Prescott - Lobby of Building 19 Verde Valley Campus – Lobby of Building M
National Hispanic Heritage Month Outdoor Movie Night – Families invited	Wednesday, September 22, 2021 – Time: 7PM Location: Verde Valley – Maybery Pavolion
National Hispanic Heritage Month Outdoor Movie Night – Families invited	Thursday, September 23, 2021 – Time: 7PM Location: Roughrider Courtyard - Prescott
National Hispanic Heritage Month Salsa & Dance	Thursday, September 30, 2021 – Time: 12PM Location: Verde Valley – Maybery Pavolion Prescott - Roughrider Courtyard
National Hispanic Heritage Month Game Night	Thursday, October 7, 2021 – Time: 5PM Location: Verde Valley – Building M -137 Prescott – Building 19-147
National Hispanic Heritage Month Closing Ceremony	Friday, October 15, 2021 – Time: TBD Location: Verde Valley – Lobby of Building M Prescott – Lobby of Building 19
Future Leaders Town Hall	Tuesday, October 19, 2021 – Time 9AM Prescott Campus, Room 3-119

Friends of Southwest Wine Center Wine Pull	Saturday, October 23, 2021 – Time: 12PM Verde Valley Campus, Southwest Wine Center
National Native American Heritage Month	November 2021
First Gen Celebration	Monday, November 8, 2021 – Time: 5:30PM Performing Arts Center Lobby
YCF 50th Anniversary Luncheon	Wednesday, November 10, 2021 – Time: 11:30AM YCPAC Stage
Basketball Celebration	Wednesday, November 17, 2021, Time: TBD Prescott Campus, Walraven Gym
Northern Arizona Regional Training Academy (NARTA) Commencement	Thursday, December 9, 2021 – Time: 11AM – 1PM Location: Prescott Performing Arts Center
Nursing Pinning Ceremony	Friday, December 10, 2021 – Time: 1PM Location: Prescott Performing Arts Center
Spring Convocation	Wednesday, January 12, 2022 – 9AM Location: Prescott Campus – Performing Arts Center
Roughrider Athletics Golf Classic	Sunday, January 30, 2022 – Time: TBD Sun City West
National African American/Black History Month	February 2022
Legacy League Reception	Wednesday, February 9, 2022 – Time: 4:30Pm YCPAC Stage
All Arizona Academic Team Luncheon	March 3 or 4, 2022 Time: TBD Location: TBD
Friends of the Family Enrichment Center Frar the Future Reception/Auction	Friday, March 11, 2022 – Time: 6PM YCPAC
Prescott Job Fair	Wednesday, March 23, 2022 – Time: TBD Prescott Campus, Walraven Gym
Prescott Scholarship Luncheon	Friday, April 1, 2022 – Time: 11:30AM Prescott Resort
Verde Scholarship Luncheon	Thursday, April 7, 2022 – Time: 4PM Southwest Wine Center
Evening of Recognition – Verde Campus	Tuesday, April 19, 2022, 6PM Location: Verde Valley M-134
Evening of Recognition – Prescott Campus	Wednesday, April 20, 2022, 6PM Location: Prescott Campus 19-147

Yavapalooza Spring Festival	Friday, April 22, 2022 – Time: 4PM Location: Prescott Campus – Parking Lot B
Spring Hall of Fame Induction Ceremony & Brunch	Saturday, April 23, 2022 – Time: TBD Location TBD
All Student-Athlete Banquet	Sunday, April 24, 2022 – Time: TBD Prescott Campus, Walraven Gym
YCF Annual Meeting/Luncheon	Wednesday, May 11, 2022 – Time: 11:30AM YCPAC Stage
Verde Valley Commencement	Friday, May 13, 2022 Location: TBD
Prescott Commencement	Saturday, May 14, 2022 Location: TBD
Nursing Pinning Ceremony	Saturday, May 14, 2022 Location: Prescott Campus – Performing Arts Center
GED Graduation Ceremony	May 21, 2022, Tentative Date Location: Prescott Campus – Performing Arts Center
Northern Arizona Regional Training Academy (NARTA) Commencement	Thursday, May 26, 2022 – Time: 11AM – 1PM Location: Prescott Performing Arts Center Or Thursday, June 2, 2022 – Time: 11AM – 1PM Location: Prescott Performing Arts Center

Agenda Item: 2.e.iii.

LIST OF DATES AND PLACES OF NATIONAL, STATE, AND LOCAL CONFERENCES, CONGRESSES, WEBINARS, SEMINARS AND EVENTS – FY 2021-2022	
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
ACCT Virtual Diversity Institute Governing for Equity	Tuesday, June 22 & Tuesday, June 29, 2021 Location: Virtual
ACCT Virtual Pacific Regional Meeting	Tuesday, June 15 – Time: 3PM EDT, 12PM Arizona Time Location: Virtual
Govern for Impact Virtual 2021 Annual Conference	Thursday, June 17 – Saturday, June 19, 2021 Location: Virtual
ACCT Virtual Governance Leadership Institute for New Trustees	Tuesday, August 3 – Thursday August 5, 2021 Location: Virtual
Govern for Impact GOVERN Town Hall	Tuesday, September 21, 2021 – Time: 2:00 – 3:30 PM EDT Location: Virtual
ACCT Leadership Congress	Wednesday, October 13 – Saturday October 16, 2021 Location: San Diego, CA
AACCT Fall Event – To discuss and fine-tune Legislative Agenda	Late September/Early October TBA
Govern for Impact Advanced Practice Forum	Tuesday, October 26, 2021 – Time: 10:00AM – 5:00 PM EDT Location: Virtual
Govern for Impact Advanced Practice Forum	Tuesday, November 23, 2021 – Time: 10:00AM – 5:00 PM EDT Location: Virtual
ACCT National Legislative Summit	Monday, February 6 – Wednesday February 9, 2022 Location: Washington, D.C.
ACCT Leadership Congress 2022	Wednesday, October 26 – Saturday, October 29, 2022 Location: New York, New York



MEMORANDUM

Date: November 2, 2021

To: Members of the District Governing Board of Yavapai County Community College District

From: Ryan Bouwhuis, CPPO, Director of Procurement and Contract Services

RE: Recommendation of Award for Request for Proposal (RFP) 22-333 for Legal Counsel for District Governing Board of Yavapai County Community College District

PURPOSE

The purpose of this memorandum is to report to you in summary and support of the recommendation to enter into a contract with Osborn Maledon, P.A. based on the evaluations from the evaluation committee through the RFP process. A consensus decision has been made by all three committee members consisting of Ms. Deb McCasland, Mr. Raymond Sigafoos, and Ms. Yvonne Sandoval-Martinez.

RFP PROCESS SUMMARY

The RFP was issued on September 2, 2021, with responses due on September 29, 2021. The RFP was upheld to all policy and procedures including advertising in Arizona Republic, AZCentral.com, APP (Arizona Procurement Portal), and the College's Procurement and Contract Services website with responses received from:

- Burns Barton, PLC
- Gust Rosenfeld, PLC
- Magnum, Wall, Stoops & Warden, PLLC
- Osborn Maledon, PA
- Richards & Moskowitz, PLC

The evaluation criteria included qualifications/experience (50%), approach (30%), and pricing (20%).

OSBORN MALEDON'S RESPONSE OF REPRESENTATION AND PRICING

Lynn Adams would serve as lead lawyer at an hourly rate of \$464 fixed for the first two years, which is more than a 15% discount from her current standard hourly rate of \$550. Fixed fees for meetings are proposed at \$2,500 or alternately at the hourly rate for time spent in meetings and with travel time at \$200/hour. For subsequent years, hourly rate increases are capped at \$15 each year. A 2% prompt payment discount has been offered.

CURRENT PRICING NEGOTIATIONS

A Best and Final Offer (BAFO) has been issued by me for pricing considerations and is due at 2:30 PM on Wednesday, November 3, 2021. Any changes will be reported and documented.

Procurement and Contract Services
1100 East Sheldon Street
Prescott, Arizona 86301-3297



RECOMMENDATION

In consideration of the consensus selection by the evaluation committee based off the RFP process, my recommendation is for the District Governing Board to approve entering into a contract with Osborn Maledon. While their pricing is increasing, what they offer in experience and approach both offset this, and their pricing is the same as what they are offering other Arizona public post-secondary clients under similar RFP contracts. Lastly, I am hopeful negotiations may lead some reduction of costs.

Sincerely

Ryan Bouwhuis

Ryan Bouwhuis, CPPO
Director of Procurement and Contract Services

Yavapai College
District Governing Board
Regular Meeting

Agenda Item: **3.c.i.**

Tuesday, October 19, 2021
1:00 p.m.

Prescott Campus
Rock House
1100 East Sheldon Street
Prescott, Arizona 86301

Members Present:

Ms. Deb McCasland, Board Chair
Mr. Ray Sigafoos, Secretary
Mr. Paul Chevalier, Board Member
Mr. Mitch Padilla, Board Member
Mr. Chris Kuknyo, Board Member

Administration Present:

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

VIDEO RECORDING:

[https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=61974107-fa08-4591-a011-
adc6017566a7](https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=61974107-fa08-4591-a011-
adc6017566a7)

and

[https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=b9b11ee7-75ef-430d-8f73-
adc6017566b9](https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=b9b11ee7-75ef-430d-8f73-
adc6017566b9)

The second video recording is of the meeting following the short break noted in the minutes below and is indicated by “Recording second link.”

MINUTES

1. General Functions: Procedural
 - a. Call to Order {Time: 1}
Chair McCasland called the Yavapai College District Governing Board Regular Meeting to order at 12:58 p.m.
 - b. Pledge of Allegiance {Time: 1}
The Pledge of Allegiance was led by Member Padilla.
 - c. Adoption of Agenda – **DECISION** {Time: 1}
Chair McCasland indicated that Agenda items 1.f. “Yavapai College PROMISE program” and 1.g. “Proposed Scholarship, Tuition, and Fees for Fiscal Year 2023” would be discussed after Agenda item 1.b. “President’s Reports.”

Member Chevalier moved, seconded by Member Padilla, to adopt the District Governing Board Agenda with the changes noted by Chair McCasland.

Motion carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).

2. Study Session

- a. Open Call – **INFORMATION** {Time: 10}

No community members registered for open call.

- b. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}

- i. Prescott Campus Program Highlight – Dr. Diane Ryan (*Attached*)

1. Visual Arts Program – Mr. Bryan Robertson, Faculty in the Arts & Humanities

Mr. Bryan Robertson and Mr. Daniel Scafani gave a presentation to the District Governing Board (Recording at 4:19).

- ii. College Council – Dr. Diane Ryan, Dr. Emily Weinacker, and Mr. Rodney Jenkins

1. Faculty Senate – Ms. Jill Fitzgerald (*Attached*)

2. Staff Association – Ms. Shannon Johns (*Attached*)

3. Student Government Association – Mr. Brain Moultrup

The members of the College Council presented information to the District Governing Board (Recording at 20:29).

- iii. Budget to Actual Monthly Report and Cash Reserves Monthly Report (*Attached*)

- c. Board Liaisons' Reports - **INFORMATION AND DISCUSSION** {Time: 10}

- i. Board Spokesperson – Board Chair McCasland

- ii. Arizona Association of Community College Trustee (AACCT) – Board Chair McCasland and Board Secretary Sigafos

- iii. Yavapai College Foundation – Board Chair McCasland

- iv. City and Town Council Meetings – Board Chair McCasland

Recorded discussion and comments are available (Recording second link at 0:14).

- d. Board's Summary Analysis Ranking for the November Board Workshop – Board Chair McCasland - **INFORMATION AND DISCUSSION** {Time: 20} (*Attached*)

Recorded discussion and comments are available (Recording second link at 19:03).

- e. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}

- i. 2021-2022 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats (*Attached*)

- ii. 2021-2022 Dates, Times, and Places of Future College Events (*Attached*)

- iii. 2021-2022 Dates, Times, and Places of Future National, State, and Local Conferences (*Attached*)

Recorded discussion and comments are available (Recording second link at 23:32).

Board Secretary Sigafos moved, seconded by Member Padilla, to change February's Regular Board Meeting date to February 22, 2022. Motion carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).

Member Kuknyo moved, seconded by Member Chevalier, to change the location of the April 12, 2022, Board Meeting to the Rock House. Motion carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).

- f. Yavapai College PROMISE Program - Dr. Clint Ewell – **INFORMATION AND DISCUSSION** {Time: 20}
Dr. Clint Ewell gave a presentation to the District Governing Board. The recorded presentation and Board member comments are available (Recording at 38:08).
- g. Proposed Scholarship, Tuition, and Fees for Fiscal Year 2023 – Dr. Clint Ewell – **INFORMATION, DISCUSSION, DECISION** {Time: 20}
Dr. Clint Ewell gave a presentation to the District Governing Board. The recorded presentation and Board member comments are available (Recording at 1:03:40).

Board Secretary Sigafos moved, seconded by Member Padilla, to adopt the proposed tuition and fees in all categories for fiscal year 2023 as presented. The motion passed with three Ayes (Ayes: McCasland, Sigafos, and Padilla and Nays: Chevalier and Kuknyo).

Short Recess – Meeting recessed at 2:30 p.m.; reconvened at 2:50 p.m.

3. Board Business

- a. Consent Agenda – **DECISION** {Time: 5} (**Recording second link at 39:44**)
 - i. Board Workshop Minutes – Tuesday, September 7, 2021 (*Attached*)
 - ii. Executive Session Confidential Minutes – Tuesday, September 7, 2021
 - iii. Board Workshop Minutes – Wednesday, September 8, 2021 (*Attached*)
 - iv. Board Workshop Minutes – Thursday, September 9, 2021 (*Attached*)
 - v. Board Regular Minutes – Tuesday, September 14, 2021 (*Attached*)
 - vi. Executive Session Confidential Minutes – Tuesday, September 14, 2021
 - vii. Third Amendment for Intergovernmental Agreement with Governor’s Office of Youth, Faith and Family (*Attached*)
 - viii. Receipt of Report on Revenues and Expenditures for August 2021 (*Attached*)
 - ix. Yavapai College District Governing Board Resolution 2021-06 (*Attached*)

Member Kuknyo moved, seconded by Board Secretary Sigafos, to pull Item 3.a.vii from the Consent Agenda for discussion and to adopt the remainder of the Consent Agenda items. Motion carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).

Member Kuknyo moved, seconded by Board Secretary Sigafos, to adopt Consent Agenda Item 3.a.vii. “Third Amendment for Intergovernmental Agreement with Governor’s Office of Youth, Faith and Family.” Motion carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).

4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}
Member Kuknyo moved, seconded by Member Chevalier, to adjourn the District Governing Board Meeting. Motion carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).

Regular meeting adjourned at 3:35 p.m.

Respectfully submitted:

Yvonne Sandoval, Recording Secretary

Date:

Ms. Deb McCasland, Board Chair

Mr. Ray Sigafos, Secretary

City of Prescott Contract No.

INTERGOVERNMENTAL AGREEMENT
NORTHERN ARIZONA REGIONAL TRAINING ACADEMY (NARTA)
SERGEANT

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
AND
CITY OF PRESCOTT

THIS INTERGOVERNMENTAL AGREEMENT - NORTHERN ARIZONA REGIONAL TRAINING ACADEMY (NARTA) – ACADEMY SERGEANT (the "Agreement"), is entered into the date of final signature, by and between the City Council of the CITY OF PRESCOTT, a municipal corporation of Arizona (hereinafter the "City"), for and on behalf of the City's Police Department, and the Governing Board of YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT, doing business as YAVAPAI COLLEGE, a community college district of the State of Arizona (hereinafter the "College");

W/TNESSETH:

WHEREAS, the Arizona Peace Officer Standards and Training Board ("AZ POST") prescribes minimum courses of training and minimum standards for training facilities of law enforcement officers in the state [ARS §41-1822 (A) (4)]; and,

WHEREAS, in accordance with said standards, the City, Yavapai County, the City of Chino Valley, the College, and other jurisdictions authorized to employ peace officers, have established the Northern Arizona Regional Training Academy (NARTA), a peace officer training academy approved by the AZ POST, at the College; and

WHEREAS, the Police Chief of the City has assigned a Sergeant in the Police Department of the City to spend a significant amount of the Sergeant's time serving as supervisor of NARTA; and

WHEREAS, the College and City desire to formalize that assignment by assigning the Sergeant as full-time supervisor of NARTA, in return for the College's payment of the salary and benefits of said officer; and

WHEREAS, The City is authorized to prescribe the powers and duties of its police officers [ARS §9-240(B) (12)]; and

WHEREAS, The College is authorized to enter into this contract [ARS §15- 1444(B) (4)]; and

WHEREAS, ARS §11-952 authorizes two or more public agencies (including the City and the College) to contract for services or jointly exercise any powers common to the contracting parties, if the agreement meets certain requirements set forth in §11- 952;

NOW, THEREFORE, for and in consideration of the mutual covenants and promises herein, the parties hereto agree as follows:

Section 1. TERM. The term of this Agreement shall be from January 1, 2022 through December 31, 2022, unless sooner terminated as set forth in Section 5 herein. This Agreement may renew for a one (1) additional twelve (12) month period upon amendment signed and agreed upon by both parties. The City may renew this IGA administratively, and not have to go back to the City Council for approval of said renewal.

Section 2. PURPOSE. The purpose of this Agreement is to set forth the duties and responsibilities of the parties and to formalize the routine appointment by the City of a Police Sergeant to supervise NARTA at the College, in return for the College paying the cost of the salary and benefits of said officer.

Section 3. PERFORMANCE. The performance commitments of the respective parties are as follows:

The City shall-

- (a) ensure through its Police Department that a qualified Sergeant is appointed at all times to supervise NARTA at the College. In so doing, the Police Department shall make every effort to find a qualified substitute or make arrangements to reschedule classes if the designated Sergeant is unavailable for any reason;
- (b) ensure that the designated Sergeant is properly trained and oriented to fulfill the requirements of the position;
- (c) allow the designated Sergeant the time to-
 - (1) properly prepare for each NARTA class;
 - (2) interact with students of NARTA; and
 - (3) participate in any College staff orientation, faculty meetings, and in-service activities;
- (d) provide necessary supervision and evaluation of the designated Sergeant's performance so as to ensure an adequate level of performance; and
- (e) use funds provided by the College to defray the costs of providing this officer to the College.

The College shall:

- (a) provide office space for the designated Sergeant to carry out necessary supervisory responsibilities; and
- (b) provide regular evaluations of the effectiveness and ongoing needs of the officers.
- (c) provide travel funds to the Sergeant to assist the Sergeant in attending AZ POST meetings or any law enforcement trainings approved by College, including but not limited to reimbursement for use of the Sergeant's private vehicle, auto rental, gas card, lodging and meals as provided under College policies for adjunct faculty..

- (d) provide a Program Coordinator to liaise with the Sergeant to ensure that the NARTA program is carried out effectively and efficiently.
- (e) invoice the NARTA board on behalf of expenses incurred for the annual operating costs of NARTA, to be reimbursed through AZPOST, recruit's sponsoring agency, or a combination of both.

Section 4. BUDGETING AND FINANCING. The cost of the actual annual salary and benefits of the Sergeant shall be divided into monthly installments paid in arrears. Without demand or notice the College shall pay to City on or before the 15th of each month an equal monthly installment based on the annual salary and benefits for a Sergeant providing services to the College under the terms of this Agreement.

The College shall pay to the City during the term of this IGA, the full monthly costs of salary and benefits for a sergeant based at an annual rate of \$115,497.08 for FY22 and \$117,807.02 for FY23 until the expiration of this contract. The annual rate will not increase more than 7% each subsequent fiscal year during the term of this Agreement. The College shall make its best efforts to include in its annual budgets the necessary appropriations to meet the cost of its performance hereunder.

Section 5. TERMINATION. This Agreement may be terminated by either party for any reason whatever, effective 60 days after receipt of written notice by the other party. In the event of termination prior to the full term of this Agreement, if the College has paid to the City the salary amount set forth in Section 4 above, the City shall prorate said amount based on the remaining term of this Agreement and shall return the unearned portion to the College within 60 calendar days. In the event of termination prior to the full term of this Agreement, if the College has not yet paid the salary amount set forth in Section 4 above, the College shall prorate said amount based on the remaining term of this Agreement and shall pay the earned portion to the City within 60 calendar days.

This Agreement is contingent upon College appropriating funds to finance the College's responsibilities under this Agreement. If College fails to appropriate sufficient funds, College shall immediately notify City, and this Agreement shall terminate at the end of the period for which sufficient funds were appropriated and available.

Section 6. INDEMNIFICATION. Each party (as 'indemnitor') agrees to indemnify, defend, and hold harmless the other party (as 'indemnitee') for, from and against any and all claims, losses, liability costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as 'claims') arising out of bodily injury of any person (including death) or property damage, but only to the extent that such claims which result in vicarious/derivative liability to the indemnitee, are caused by the act, omission, negligence, misconduct, or other fault of the indemnitor, its officers, officials, agents, employees, or volunteers. Notwithstanding the foregoing or any other provision of this Agreement to the contrary, any agreement by College to indemnify, defend and hold harmless the City shall be limited to, and payable only from, the

College's available insurance or self-insurance coverage for liability assumed by contract, if any.

Section 7. NO PARTNERSHIP; NOT EMPLOYEES. Nothing herein is intended to create a partnership or joint venture between the parties, nor does it create an employment relationship between the personnel of the City and the College. Rather, the Sergeant and other assigned personnel of the City's Police Department are independent contractors for purposes of Article 2, Chapter 7, Title 12, Arizona Revised Statutes.

Solely for the purposes of workers compensation, ARS §23-1022(D) and (E) shall apply and the City shall be solely liable for the payment of workers' compensation benefits for the Sergeant and other assigned personnel providing services under this Agreement.

Section 8. NOTICES. All notices provided in connection with this Agreement shall be in writing and shall be deemed to have been sufficiently delivered or served when presented personally or upon the third (3rd) day after being deposited in the United States mail, postage prepaid, by registered or certified mail, addressed as follows:

College: Procurement & Contract Services, Yavapai College
1100 E. Sheldon Street
Prescott, Arizona 86301

City: Police Chief, Prescott Police
Department
222 South Marina Street
Prescott, AZ 86303

Section 9. FURTHER INSTRUMENTS. Each party hereto shall, promptly upon the request of the other, acknowledge and deliver to the other any and all further instruments and assurances reasonably requested or appropriate to evidence or give effect to the provisions of this Agreement.

Section 10. AMENDMENT AND CONSTRUCTION. This Agreement sets forth the entire understanding of the parties as to the matters set forth herein as of the date of this Agreement and cannot be altered or otherwise amended except pursuant to an instrument in writing signed by each of the parties hereto. This Agreement is intended to reflect the mutual intent of the parties with respect to the subject matter hereof, and no rule of strict construction shall be applied against any party.

Section 11. CONFLICT OF INTEREST. This Agreement may be canceled pursuant to ARS §38-511 in the event of a conflict of interest as described therein.

Section 12. DISPOSITION OF PROPERTY. The parties do not contemplate the joint purchase of any property under this Agreement. Upon termination of this Agreement for any reason, any property purchased by a party shall remain the property of that party, and any party having possession or use of the other party's property shall return such property to the owning party.

Section 13. NONDISCRIMINATION. The parties agree to comply with the nondiscrimination in government contract provisions of Executive Order No. 2009-09, and hereby incorporate by reference its terms into this Agreement as if fully set forth herein.

Section 14. RESOLUTIONS. Attached hereto are the authentic copies of each appropriate action by ordinance, resolution or otherwise of the governing body of each party authorizing the execution of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement by and through their authorized representatives the day and year first above written.

CITY OF PRESCOTT, a municipal
corporation of Arizona, (City)

Hon. Greg L. Mengarelli, Mayor

ATTEST:

Sarah Siep, City Clerk

The foregoing Intergovernmental Agreement has been submitted to me as Prescott City Attorney for review prior to its execution, pursuant to ARS §11-952(0), and I have determined that it is in proper form and is within the powers and authority granted to the City under the laws of Arizona.

Mathew Podracky, Interim City Attorney

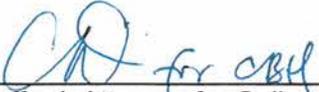
YAVAPAI COLLEGE, a community college district of the
State of Arizona, (College)

Ms. Deb McCasland, District Governing Board Chair

ATTEST:

Yvonne Martinez-Sandoval, Executive Assistant

The foregoing Intergovernmental Agreement has been submitted to me as Attorney for Yavapai College for review prior to its execution, pursuant to ARS §11-952(0), and I have determined that it is in proper form and is within the powers and authority granted to the College under the laws of the State of Arizona.



C. Benson Hufford, Attorney for College

Agenda Item: 3.c.iii.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT REPORT OF EXPENDITURES

For the Three Months Ended September 30, 2021
Fiscal Year 2021-2022

District Governing Board

Fiscal Year 2021-22 Budget:

\$ 183,000

<u>Purpose</u>	<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Total Expenditures/ Encumbrances</u>	
EXPENDITURES (note 1):				
Salary Expenses	\$ 9,145	\$ 20,714	\$	29,859
Association of Community College Trustees	13,962	-		13,962
Association of Community College Trustees	-	11,000		11,000
Deborah McCasland	14	-		14
HF Group LLC	308	-		308
Osborn Maledon PA	5,583	31,917		37,500
Supplies/Other	239	-		239
YC Printing Services	102	-		102
				<u>92,984</u>
Remaining Budget - September 30, 2021				<u><u>\$ 90,016</u></u>

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES

For the Three Months Ended September 30, 2021 - 25.0% of the Fiscal Year Complete

Fiscal Year 2021-2022

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>
Salaries	\$ 5,715,430	\$ 5,513,467	3.7%
Benefits	2,022,868	1,999,074	1.2%
Supplies	519,850	510,714	1.8%
Contractual Services and Other	1,762,723	1,794,288	-1.8%
Utilities & Communications	353,850	406,973	-13.1% 1
Travel, Conferences & Memberships	202,714	120,791	67.8% 2
Scholarships	175,920	182,521	-3.6%
	<u>\$ 10,753,355</u>	<u>\$ 10,527,828</u>	2.1%

1 - Utilities & Communications decreased from the prior year mainly due to the one-time purchase of new phones in the prior year.

2 - Travel, Conferences & Memberships increased from the prior year due to increased travel, both in-state and out-of-state, due to post COVID-19 re-opening.

Note: 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, 2021 - 25.0% of the Fiscal Year Complete

Fiscal Year 2021-2022

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	\$ 6,535,536		\$ 6,535,536	\$ 19,520,000	33.5%
State Grants and Contracts	43,056		43,056	410,000	10.5%
Private Gifts, Grants and Contracts	178,791		178,791	983,200	18.2%
Proposition 301 Workforce Development	420,603		420,603	880,000	47.8%
Proposition 207 Workforce Development	-		-	900,000	0.0%
State Appropriation - STEM Workforce	174,800		174,800	701,300	24.9%
Fund Balance Applied to Budget	56,000		56,000	224,000	25.0%
TOTAL REVENUES	7,408,786		7,408,786	23,618,500	31.4%

	<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	\$ 318,644	\$ 592,002	\$ 499,657	\$ 410,989	\$ 4,839,600	8.5%
Academic Support	32,709	-	-	32,709	1,100,000	3.0%
Institutional Support	-	73,123	-	73,123	2,300,000	3.2%
Student Services	331,802	439,110	420,570	350,342	1,632,700	21.5%
Operation/Maintenance of Plant	403	-	-	403	3,700	10.9%
Scholarships	6,344,475	-	-	6,344,475	13,128,500	48.3%
Public Service	43,358	69,341	53,341	59,358	614,000	9.7%
TOTAL EXPENDITURES	7,071,391	1,173,576	973,568	7,271,399	23,618,500	30.8%
SURPLUS/(DEFICIT)				\$ 137,387		

COMMENTS:

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

First quarter STEM Workforce appropriation was received in July 2021.
Scholarships at 48.3% of budget due to fall 2021 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, 2021 - 25.0% of the Fiscal Year Complete

Fiscal Year 2021-2022

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	\$ 1,252,000	\$ 423,900	\$ 828,100	\$ 614,493	\$ 95,362	\$ 519,131
Transfer To Debt Fund to Pay Revenue Bonds	<u>(402,800)</u>	-	<u>(402,800)</u>	<u>(100,700)</u>	-	<u>(100,700)</u>
Subtotal - Residence Halls and Summer Conferences	849,200	423,900	425,300	513,793	95,362	418,431
Bookstore Rental and Commissions	80,000	-	80,000	37,900	-	37,900
Food Service & Vending	100,000	224,900	(124,900)	10,140	26,391	(16,251)
Edventures	371,100	381,000	(9,900)	3,725	8,944	(5,219)
Winery - Tasting Room	205,000	323,000	(118,000)	73,626	61,942	11,684
Family Enrichment Center	710,500	913,700	(203,200)	110,032	174,267	(64,235)
Community Events	777,200	1,024,300	(247,100)	75,235	264,750	(189,515)
Performing Arts Productions	247,000	242,000	5,000	38,450	52,014	(13,564)
SBDC (Federal Grant Match Requirement)	-	100,500	(100,500)	-	25,122	(25,122)
Yavapai College Foundation	443,000	443,000	-	89,265	89,265	-
Other Auxiliary Enterprises	171,600	101,100	70,500	52,897	31,106	21,791
General Fund Transfer In	1,413,600	-	1,413,600	353,400	-	353,400
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,090,800	(1,090,800)	-	292,203	(292,203)
	<u><u>\$ 5,368,200</u></u>	<u><u>\$ 5,368,200</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 1,358,463</u></u>	<u><u>\$ 1,121,366</u></u>	<u><u>\$ 237,097</u></u>

Comments:

Residence Halls and Summer Conferences revenues are above budget due to all of the fall 2021 semester room revenues being recorded. This will even out over the next few months.

The Budget currently has a surplus of \$237,097.

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, 2021 - 25.0% of the Fiscal Year Complete

Fiscal Year 2021-2022

DEBT SERVICE FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
REVENUES:					
Secondary Property Taxes	\$ 102,318		\$ 102,318	\$ 410,500	24.9%
Secondary Property Taxes - Contingency	-		-	(5,000)	0.0%
Investment Income	1,172		1,172	1,800	65.1%
General Fund Transfer In	341,450		341,450	1,365,800	25.0%
Auxiliary Fund Transfer In	100,700		100,700	402,800	25.0%
Fund Balance Applied to Budget	21,250		21,250	85,000	25.0%
TOTAL REVENUES	566,890		566,890	2,260,900	25.1%

	<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>
<u>DEBT SERVICE FUND</u>						
EXPENDITURES (Note 1):						
General Obligation Bonds						
Principal Payments	\$ -	\$ 117,500	\$ -	\$ 117,500	\$ 470,000	25.0%
Interest Payments	-	4,700	-	4,700	18,800	25.0%
PRO Refunding Revenue Bonds						
Principal Payments	-	332,500	-	332,500	1,330,000	25.0%
Interest Payments	-	8,950	-	8,950	35,800	25.0%
Revenue Bonds						
Principal Payments	-	85,000	-	85,000	340,000	25.0%
Interest Payments	-	15,700	-	15,700	62,800	25.0%
Bank Fees	1,100	-	-	1,100	3,500	31.4%
TOTAL EXPENDITURES	1,100	564,350	-	565,450	2,260,900	25.0%
SURPLUS/(DEFICIT)				\$ 1,440	\$ -	

COMMENTS:

Through the third month, 25.0% of budget has been committed compared to 25.0% of revenues received.

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

**YAVAPAI COLLEGE DISTRICT GOVERNING BOARD
RESOLUTION DIRECTING THE PRESIDENT TO ADOPT A PARTICIPATORY
GOVERNANCE MODEL**

RESOLUTION 2021-07

RECITALS:

WHEREAS, the District Governing Board is the legally constituted and final authority for the operation of Yavapai County Community College District, including any policies that govern the College;

WHEREAS, the Governing Board's responsibility includes 1) governing the College as a whole, and 2) delegating authority to the President to perform and oversee the daily operations and administrative functions of the College;

WHEREAS, the Governing Board believes that an effective participatory governance model is necessary and vital to the operations of the College, so that decisions of the Board and President are fully informed;

WHEREAS, the Governing Board believes that an effective participatory governance model is achieved in a College atmosphere emphasizing collaboration, civility, transparency and respect;

WHEREAS, the Governing Board believes that an effective participatory governance model involves all College groups -- regular and adjunct faculty, exempt and nonexempt regular and part-time staff, administrators and students -- together discussing collegewide issues and providing input to the President;

WHEREAS, the College is required to comply with A.R.S. § 15-1444(A)(7);

WHEREAS, the College's accrediting body, the Higher Learning Commission, requires the College administration to engage all of its internal constituencies through a collaborative shared governance model;

WHEREAS, a collaborative, participatory governance model is necessary to inform appropriate implementation of the Board-approved College Strategic Plan and its defined priorities; and

WHEREAS, a College Council model of input for decision-making has been successfully implemented at other community colleges and has been recommended by a College consultant.

ENACTMENTS:

NOW THEREFORE BE IT RESOLVED that the Yavapai County Community College District Governing Board delegates to the President the authority and responsibility for implementing an All-College Council, which shall be based on the following principles:

1. For the College, participatory governance is defined as an interactive communication and information-sharing model involving *all* college groups,

including faculty, students, and staff. The President shall be authorized to determine the appropriate make-up of the Council.

2. Ongoing communication and input into decision-making shall be the driving purpose of the governance model, with a focus on the College's mission and student success.
3. The All-College Council shall advise the President on matters determined by the President to be of college-wide importance and not directly and/or substantially related to wages, salaries and working condition. After taking into account all input received from the All-College Council, the President shall have the final decision-making authority, subject only to direction from the Governing Board.
4. The All-College Council shall be evaluated by the President each year to determine whether it has met the goals adopted by the Governing Board in this Resolution and whether it should be modified to better effectuate those goals. The President shall inform the Governing Board of the results of the evaluation at the end of 12 months of the Council's formation and yearly thereafter.

NOW, BE IT ALSO RESOLVED that the Governing Board delegates to the President such authority as is necessary to ensure that College operations comply fully with A.R.S. § 15-1444(A)(7).

The Governing Board shall retain all powers and duties as prescribed by law that are not formally delegated in this Resolution or Board Policies.

PASSED AND ADOPTED by the Yavapai County Community College District Governing Board this 9 day of **November**, 2021.

Mrs. Deb McCasland, Board Chair

ATTEST:

Mr. Ray Sigafos, Board Secretary