

## PRODUCES A COLLABORATIVE, WELL-THOUGHT-OUT STRATEGIC PLAN FOR THE INSTITUTION AND EXECUTES COLLEGE PLANNING AND ASSESSMENT FOR CONTINUOUS QUALITY IMPROVEMENT

Given the pace of change in the environment, the College creates a rolling three-year plan that is updated annually to ensure it remains relevant.

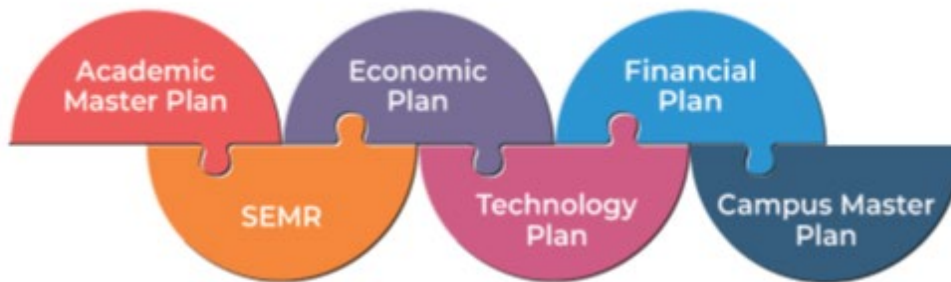
1. Collaborative Planning Framework. Strategic Planning at Yavapai College operates within a Collaborative Planning Framework. As shown in the diagram below, key leadership and planning groups work together to advance a unified vision and shared future. Each group plays a distinct yet interconnected role in shaping, implementing, and sustaining the Strategic Plan.

### Collaborative Planning Framework



2. Governance and Leadership. Executive sponsorship is provided by the Chief Operating Officer. The committee is co-chaired by the Associate Dean of Articulation & Academic Partnerships and by the Director of Strategic Initiatives & Special Projects. The SPC includes members from the Faculty Association, the Staff Association, and the Student Government, ensuring broad input through shared governance. To help ensure aligned efforts throughout the College, the Strategic Planning

Committee (SPC) has representatives from the College's major planning committees, including:



3. Planning Process and Inputs. The SPC employs an evidence-based, collaborative planning process that reviews internal and external information, including:
  - Review of District Governing Board (DGB) Priorities
  - YC Priorities, Mission, Vision, Values, and current Strategic Plan Initiatives
  - Analysis of institutional KPIs, internal plans, survey results from employees and students
  - Environmental Scan of what is happening in the world around us *today*, prepared by Institutional Effectiveness & Research
  - The WIN (What Is Next?) Coalition presents potential signals of *emerging trends* from the world around us to help the College remain agile and future-ready.
  
4. SPC Responsibilities and Ongoing Work. The SPC Charter key responsibilities included:
  - A comprehensive SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
  - Update the College's Strategic Goals, Initiatives, Objectives and Key Results (OKRs), and Actions.
  - Ensure alignment of the College's various planning teams' actions with the overarching Strategic Plan
  - Improve communication systems to promote internal knowledge of the Strategic Plan
  - Develop a process to improve how we monitor progress and assess the effectiveness of our Strategic Initiatives

The outputs of the Strategic Planning Process is the Strategic Plan which consists of

- Goals: how we will advance the Board's priorities and the College's Mission
- Initiatives: strategies the College will use to drive progress toward a Goal
- OKRs: Define the specific Objectives and Key Results needed to achieve each Initiative
- Key Performance Indicators: measures to assess our progress















FY27 Goals:

- Fostering Belonging for students and employees to feel welcomed, valued, and supported.
- Better Serving Adult Learners by offering accessible classes and support services.
- Delivering Programs that Lead to Living Wage Jobs
- **Delivering classes and services in Flexible and Innovative Ways**
- **Strengthening Foundational Capability to support long-term institutional sustainability**

FY27 Strategic Initiatives		Executive Sponsor	SLT Champion	Belonging	Living Wage	Adult Learners	Delivery	Foundational Capability
A	Artificial Intelligence	Provost	Bryce		X			X
B	Improve Part-Time Student Success	Provost	Sheldahl/ Bryce	X		X	X	
C	Prison Education Program	Provost	Dowling	X	X	X	X	
D	Academic Program Prioritization	Provost, VP WDHS, COO	Holbrook				X	
E	Provide Workforce Training to growth industries	VP WDHS	Ebersole/ Morgan		X			
F	Develop an operational data strategy	COO	NEW Burns/ Merica					X
G	Workforce Housing	COO	NEW Zuniga					X
H	Public Relations & Marketing	VP CRLA	NEW Minnick					X
I	Security	COO	NEW Payne/ Burns					X

## FY26 Initiatives

### Key Performance Indicators: Measuring Progress

Strategic Goals	Key Performance Indicator (KPI)	Current Status
<b>Belonging</b>	Students are made to feel welcome at YC.	
	Overall employee satisfaction/belonging.	
<b>Living Wage</b>	>=90% of applied degree programs lead to living wage occupations.	
	>=90% of =<1 year certificates lead to a positive return on investment.	
<b>Adult Learners</b>	Increased enrollment students age 25 to 59.	
	Increased retention of students <u>age</u> 25 to 59.	
	Increase Hispanic enrollment.	
	Decrease Community Education subsidy by 50% within 5 years.	
<b>Delivery</b>	Improve course success rates in Online and Weblive.	
	Expand Open Educational Resources (OER) 10% per year.	
<b>Student Outcomes</b>	First-Year Retention Rate – Full-Time	
	First-Year Retention Rate – Part-Time	
	Three-Year Graduation/Transfer Rate.	
	Minority Three-Year Graduation/Transfer Rate.	

**Green** = Met; **Yellow** = On Track; **Red** = Off Track; **Black** = Voided

Additional evidence of our Strategic Planning Process can be found on the [Strategic Planning](#) page of the Yavapai College Website. This includes a summary of the [Strategic Plan](#) identifying the College's updated Goals and Initiatives.

### PROMOTES AND PROVIDES INVOLVEMENT OF STUDENTS & STAFF IN DECISION-MAKING WHICH AFFECTS THEM

Our Participatory Governance Model (The All-College Council) was recognized in 2025 as a national exemplar for innovative programs by the *Bellwether Consortium* in the area of Finance, Governance and Planning. We just concluded our fourth year and ½ of our All-College Council that was created by resolution of the Board to ensure collegewide participation in decision making. YC successfully launched the Council in January 2022 and has met monthly with full engagement of participants.

**College Council met monthly on the following dates 2025-26**

September 12, 2025	February 13, 2026
October 10, 2025	March 13, 2026
November 14, 2025	April 11, 2026
December 10, 2025	May 8, 2026
January 16, 2026	

The Council **discussed, and where appropriate, took action** on the following items:

2026-2027 Academic Calendar	2026-2027 College Council Meeting Schedule
2027-2028 Academic Calendar	2026-2027 College Council Fast Track Schedule
2028-2029 Academic Calendar	2026-2027 College Council Committee Presentation Schedule

The following **informational reports** were delivered to the Council:

Baccalaureate Degrees <ul style="list-style-type: none"> <li>- Bachelor of Design</li> <li>- Public Safety</li> </ul>
Arizona Community College Leadership Academy (ACCLA)
Workforce Education Model: Yavapai Works
Center for Learning & Innovation Grand Opening
Yavapai College Housing & Other Capital Projects
Higher Learning Commission Accreditation Overview
Community College to Community College Transfer
College Updates
Arizona Transfer Summit
VOLAR Update
ERP Modernization Update

**College Council Committee Reports to Council**

Curriculum Committee	September 20, 2025
General Education Committee	October 10, 2025
Policy Review Committee	November 14, 2025
Instructional Committee	December 10, 2025
Assessment Committee	January 16, 2026
Student Enrollment Management Committee	February 13, 2026
Academic Master Plan Committee	March 13, 2026
Strategic Planning Committee	April 10, 2026
Budget Committee	

**Policies**

<b>Operational Policy</b>	<b>Policy Committee Recommendation New/Sunset/Revision</b>
College Policy 2.49 Employee Leave Types	Revision
College Policy 10.11 Participatory Governance	Revision
College Policy Procedure 10.11.01 Participatory Governance	Revision
College Policy 2.08 Grant Funded Employment	Revision

College Policy Procedure 2.08.01 Grant Funded Employment	Revision
College Policy 2.50 Yavapai College Recruitment and Employment	Interim
College Policy Procedure 2.50.01 Yavapai College Human Resources Recruitment	Interim
College Policy 5.40 Communicating with the Media	Interim
College Policy Procedure 5.40.01 Communicating with the Media	Interim
College Policy 2.07 Intellectual Property Rights	Revision
College Policy 2.13 Employee Leave Donation	Sunset
College Policy 2.18 Workers Compensation	Revision
College Policy 2.07 Intellectual Property Rights	Revision
College Policy 5.31 Online Privacy	Interim
College Policy 5.41 Messaging and Voice Communication Term of Service	Interim
College Policy 2.07 Intellectual Property Rights	Revision
College Policy 5.15 Priority Scheduling	Sunset
College Policy 6.06 Facility Use	Sunset
College Policy 6.10 Use of Facilities	New
College Policy 10.02 Alcohol on Campus	Revision

### Curriculum

<b>Program</b>	<b>Submitted to Curriculum Committee for Addition/Sunset</b>	<b>Curriculum Committee Recommendation</b>	<b>President Decision</b>
Bachelor of Design in Visual Design	New	New	Upheld
HVAC Service Technician Certificate	New	New	Upheld
Robotics Certificate	New	New	Upheld
Bachelor of Applied Science in Public Safety Administration	New	New	Upheld
Artificial Intelligence and Machine Learning Certificate	New	New	Upheld
Early Childhood Education Industry Certificate	New	New	Upheld
Detention Officer Training Academy Certificate	New	New	Upheld
Diagnostic Medical Sonography Certificate	New	New	Upheld
Integrative Health (Fitness/Reiki Trainer) – AAS	New	New	Upheld
Integrative Health (Massage Therapy) - AAS	New	New	Upheld
Integrative Health (Reflexology) – AAS	New	New	Upheld
Massage Therapy Certificate	New	New	Upheld
Reflexology Certificate	New	New	Upheld
Semiconductor Manufacturing Technician Certificate	New	New	Upheld
Brewing Technology Certificate	Sunset	Sunset	Upheld
Limited X-Ray Transition Certificate	Sunset	Sunset	Upheld

## ADVOCATES FOR COLLEGES’ NEEDS TO APPROPRIATE FEDERAL AND STATE LEVEL LEGISLATORS AND MAINTAINS COLLEGE EXCELLENCE WITH REGIONAL ACCREDITING AGENCIES

As a member of the Arizona Community College Coordinating Council (AC4), we create a common legislative agenda (along with AACCT) for AZ community colleges and employ a lobbyist who represents us at the state level.

LEGISLATIVE & RELATED VISITS		
Date	YC President’s Meetings	Topic
September 29, 2025	Yavapai Board of Supervisor Kuknyo	Yavapai Workforce Innovation Opportunities Act
January 5, 2026	Yavapai Board of Supervisor Kuknyo	Yavapai Workforce Innovation Opportunities Act
March 5, 2026	Kolu Wilson, Chief Workforce Officer, Arizona Commerce Authority	Semiconductor Tech Park Proposal
April 30, 2026	Kolu Wilson, Chief Workforce Officer, Arizona Commerce Authority	Semiconductor Tech Park Proposal

The College employs individuals (Richard Hernandez and, in part, Jack Smith). They are consistently in the community, making connections to advance the college’s legislative agenda.

They serve as advocates for Yavapai College (YC) with elected officials, regulatory agencies, their staff, and private-sector business and community leaders. Their primary responsibilities include working closely with YC member companies/industries, key stakeholders, and policymakers to identify and advance policy objectives, and to run issue campaigns to create a favorable environment for Yavapai College and its strategic priorities.

Our efforts at the Federal level were hindered in 25-26 by the White House transition and the Department Secretary Confirmation process, as well as D.O.G.E. cutbacks at the various agencies.

This chart represents some of the activities of our Office of Legislative Affairs.

Note: (#) indicates the number of people interacted with. (Z) indicates attendance via Zoom

LEGISLATIVE AFFAIRS ACTIVITY 2025-26	
July '25 07/03 Senator Kelly – FAR discussion (2) 07/07 Eastside Mayors & Managers (12) 07/08 Rotary Program Committee (5) 07/09 Rotary Installation Dinner (25) 07/11 Jamie Kerr - PVED (1) 07/15 KYCA Radio – Ken Bennett (~) 07/16 Sunup Rotary (16) 07/16 Board of Supervisors Meeting (25) 07/17 Courier Advisory Board Meeting (12) 07/17 Rotary Board Meeting (8) 07/18 PV Annual Chamber Banquet (~) 07/21 Eastside Mayors & Managers (12) 07/22 Prescott Council Meeting (~) 07/22 Sedona Council Meeting (Z) 07/22 Chino Valley Council Meeting (Z) 07/23 Sunup Rotary (16)	August '25 08/04 Eastside Mayors & Managers (12) 08/05 Courier Meeting (6) 08/05 Prescott Council Meeting (~) 08/05 Chino Valley Council Meeting (Z) 08/05 Cottonwood Council Meeting (Z) 08/06 Sunup Rotary (18) 08/06 Board of Supervisors Meeting (25) 08/12 Rotary Program Committee (5) 08/13 Sunup Rotary (20) 08/13 Rep. S. Bliss meeting (5) 08/14 Arizona Town Hall (30) 08/14 Verde Front Meeting (Z) 08/14 Courier Advisory Board Mtg. (12) 08/14 Prescott Valley Council meeting (~) 08/15 Sedona Meeting (5) 08/18 Verde Valley Housing Event (20)

<p>07/24 Sedona Western Gateway Meeting (8)  07/29 Tenn vs. USDE (Z)  07/29 AACC Federal Policy Webinar (Z)  07/30 Verde Front Leadership Council (Z)  07/31 Pivotal Policy Group Meeting (Z)</p>	<p>08/18 Clarkdale/College Water Issues (6)  08/19 Prescott Council Meeting (~)  08/19 Chino Valley Council Meeting (Z)  08/19 Cottonwood Council meeting (Z)  08/20 Sunup Rotary (15)  08/20 Board of Supervisors Meeting ((20)  08/25 Mayor Barbra-Jerome Meeting (4)  08/26 Sedona Council meeting (Z)  08/26 Dewey-Humbolt Council Mtg. (Z)  08/27 Verde Front Meeting (20)  08/27 Sunup Rotary (20)</p>
<p>September '25  09/02 Prescott Council meeting (~)  09/03 Sunup Rotary (20)  09/03 Board of Supervisors Meeting (20)  09/09 Supervisors/Mayors Quarterly Meeting (30)  09/10 Sunup Rotary (20)  09/10 Rotary Foundation Board Meeting (8)  09/15 Eastside Mayors &amp; Managers (12)  09/16 State of the County (~)  09/16 Prescott Council Meeting (~)  09/16 Chino Valley Council Meeting (Z)  09/16 Cottonwood Council meeting (Z)  09/17 Board of Supervisors Meeting ((20)  09/18 Rep. Selina Bliss Meeting (1)  09/18 Courier Advisory Board Meeting (12)  09/19 PAAR Wildfire Event (20)  09/23 Sedona Council meeting (Z)  09/23 Dewey-Humbolt Council Meeting (Z)  09/30 Andy Tobin meeting (1)  09/30 Prescott Council Meeting (~)  09/30 Chino Valley Council Meeting (Z)</p>	<p>October '25  10/01 Sunup Rotary (20)  10/01 Board of Supervisors Meeting (10)  10/03 Camp Verde Council Meeting (~)  10/03 Rotary Board Meeting (8)  10/06 Eastside Mayors &amp; Managers (12)  10/07 Sedona Council Meeting (Z)  10/07 Dewey-Humbolt Council Mtg. (Z)  10/08 Sunup Rotary (25)  10/09 PV Council Meeting (~)  10/20 Eastside Mayors &amp; Managers (12)  10/27 Rep. Connolly visit and tour (1)  10/27 Verde Front Meeting (20)  10/28 Prescott Council Meeting (~)  10/28 Chino Valley Council Meeting (Z)  10/28 Cottonwood Council meeting (Z)  10/29 Sunup Rotary (25)  10/30 Prescott Chamber Awards (~)</p>
<p>November '25  11/03 Eastside Mayors &amp; Managers (12)  11/04 Cottonwood Council Meeting (Z)  11/04 Dewey-Humbolt Council Meeting (Z)  11/05 Camp Verde Council Meeting (Z)  11/05 Board of Supervisors Meeting (20)  11/11 Rotary Program Committee (5)  11/11 Prescott Council Meeting (~)  11/11 Jerome Council Meeting (Z)  11/11 Clarkdale Council meeting (Z)  11/11 Chino Valley Council meeting (Z)  11/12 Sunup Rotary (25)  11/14 WECOM Ribbon Cutting (25)  11/17 YPLAN TAC Meeting (Z)  11/17 Eastside Mayors &amp; Managers (12)  11/19 Sunup Rotary (20)  11/19 Board of Supervisors Meeting (20)  11/20 Courier Advisory Board Meeting (12)  11/25 Sedona Council meeting (Z)  11/25 Chino Valley Council Meeting (Z)  11/26 Sunup Rotary (20)</p>	<p>December '25  12/01 Eastside Mayors &amp; Managers (12)  12/01 Steve Sample VA Meeting (3)  12/02 Prescott Council Meeting (~)  12/02 Cottonwood Council Meeting (Z)  12/03 Dewey-Humbolt Meeting (Z)  12/03 Sunup Rotary (20)  12/03 Board of Supervisors (25)  12/03 Camp Verde Council Meeting (Z)  12/09 Rotary Program Committee (5)  12/10 Sunup Rotary (20)  12/11 PV Council Meeting (~)  12/16 Prescott Council Meeting (~)  12/16 Dewey-Humbolt Council Mtg. (Z)  12/16 Cottonwood Council meeting (Z)  12/17 Sunup Rotary (20)  12/17 Board of Supervisors Meeting (25)  12/18 County Biannual Meeting (30)  12/18 Rotary Foundation Board Mtg (8)</p>

<p>January '26</p> <p>01/05 Eastside Mayors &amp; Managers (12)</p> <p>01/06 Chino Valley Council Meeting (Z)</p> <p>01/07 Sunup Rotary (20)</p> <p>01/07 Board of Supervisors Meeting (20)</p> <p>01/12 AZ Legislature Opening Session (~)</p> <p>01/13 Prescott Council Meeting (~)</p> <p>01/13 Dewey-Humbolt Council Meeting (Z)</p> <p>01/13 Councilman Jay Ruby Meeting (1)</p> <p>01/14 Sunup Rotary (20)</p> <p>01/14 Federal Outlook for Workforce (Z)</p> <p>01/19 Prescott State of the Town (20)</p> <p>01/20 Senator Kelly Meeting (1)</p> <p>01/20 Chino Valley Council Meeting (Z)</p> <p>01/21 Sunup Rotary (25)</p> <p>01/21 Board of Supervisors (25)</p> <p>01/22 Prescott Chamber Annual Meeting (~)</p> <p>01/22 Courier Advisory Meeting (12)</p> <p>01/22 Prescott Valley Council Meeting (~)</p> <p>01/26 Testimony at AZ Capitol (~)</p> <p>01/27 PV State of the Town (25)</p> <p>01/27 Prescott Council Meeting (~)</p> <p>01/27 Dewey-Humbolt Council Meeting (Z)</p> <p>01/27 Congressman Crane visits CTEC (~)</p> <p>01/14 Jerome Council meeting (4)</p> <p>01/28 PV State of the Town (12)</p> <p>01/28 Prescott Council Meeting (8)</p>	<p>February '26</p> <p>02/02 Eastside Mayors &amp; Managers (12)</p> <p>02/03 Chino Valley Council Meeting (Z)</p> <p>02/04 Sunup Rotary (25)</p> <p>02/04 Board of Supervisors Meeting (25)</p> <p>02/04 Prescott Council Meeting (~)</p> <p>02/04 Dewey-Humbolt Council Mtg (Z)</p> <p>02/11 Sunup Rotary (25)</p> <p>02/17 Verde Front Partners Meeting (25)</p> <p>02/17 Chino Valley Council Meeting (Z)</p> <p>02/18 Sunup Rotary (25)</p> <p>02/18 Board of Supervisors (20)</p> <p>&lt;vacation&gt;</p>
<p>March '26</p> <p>03/02 Eastside Mayors Meeting (12)</p> <p>03/03 Chino Valley Council Meeting (Z)</p> <p>03/04 Dewey- Humbolt Council Meeting (4)</p> <p>03/04 Sunup Rotary (25)</p> <p>03/04 Board of Supervisors (23)</p> <p>03/05 Kolu Wilson ACA Meeting (6)</p> <p>03/06 Eastside HE Discussion (8)</p> <p>03/10 Prescott Council Meeting (20)</p> <p>03/10 Dewey-Humbolt Council meeting (Z)</p> <p>03/11 Sunup Rotary (20)</p> <p>03/11 AZ State Capitol Testimony (4)</p> <p>03/12 PV Council Meeting (~)</p> <p>03/13 Prescott Valley Council Meeting (8)</p> <p>03/16 Eastside Mayors Meeting (12)</p> <p>03/17 Chino Valley Council Meeting (Z)</p> <p>03/18 Board of Supervisors Meeting (20)</p> <p>03/18 Sunup Rotary (20)</p> <p>03/24 Prescott Council Meeting (20)</p> <p>03/24 Dewey-Humbolt Council Meeting (Z)</p> <p>03/25 Sunup Rotary (20)</p> <p>03/25 Cottonwood State of the City (30)</p> <p>03/26 USDA Meeting (1)</p> <p>03/26 Prescott Valley Council Meeting (~)</p> <p>03/31 Chino Valley Council Meeting (Z)</p>	<p>April '26</p> <p>04/01 Sunup Rotary (20)</p> <p>04/01 Board of Supervisors (25)</p> <p>04/02 Verde Front Meeting (24)</p> <p>04/06 Eastside Mayors Meeting (12)</p> <p>&lt;To Be Continued&gt;</p>
<p>May '26</p> <p>05/01 &lt;HOLD&gt;</p>	<p>June '26</p> <p>06/01 &lt;HOLD&gt;</p>

## THE HIGHER LEARNING COMMISSION REGIONAL ACCREDITATION

Accreditor	Program	Date
The Higher Learning Commission New Program Screening Form Approval	Robotics Certificate	November 5, 2025
The Higher Learning Commission Institutional Actions Council	HVAC Service Technician Certificate	January 16, 2026
The Higher Learning Commission Tom Bordenkircher, HLC Staff Liaison	Program Deletion Notification Brewing Technology Certificate Limited X-Ray Transition Certificate	January 20, 2026
The Higher Learning Commission New Program Screening Form Approval	Early Childhood Education Industry Certificate	January 21, 2026
The Higher Learning Commission New Program Screening Form Approval	Associate of Applied Science in Integrated Health (Fitness/Reiki Trainer) Associate of Applied Science in Integrated Health (Massage Therapy) Associate of Applied Science in Integrated Health (Reflexology)	February 18, 2026
The Higher Learning Commission Institutional Actions Council	Optimized 3-Year Bachelor of Design in Visual Design Optimized 3-Year Bachelor of Applied Science in Public Safety Administration	February 20, 2026
The Higher Learning Commission Tom Bordenkircher, HLC Staff Liaison	Presentation to the District Governing Board	March 31, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Bagdad HS	April 1, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Prescott HS and Tri City Prep HS	April 2, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Meeting with ELT	April 4, 2026
The Higher Learning Commission Institutional Actions Council	Detention Officer Training Academy Certificate AI and Machine Learning Certificate Diagnostic Medical Sonography Certificate Semiconductor Manufacturing Technician Certificate	April 3, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Verde Valley Campus	April 4, 2026
The Higher Learning Commission Tom Bordenkircher, HLC Staff Liaison	Presentation to the District Governing Board	March 31, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Bagdad HS	April 1, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Prescott HS and Tri City Prep HS	April 2, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Meeting with ELT	April 3, 2026
The Higher Learning Commission Institutional Actions Council	Detention Officer Training Academy Certificate AI and Machine Learning Certificate Diagnostic Medical Sonography Certificate Semiconductor Manufacturing Technician Certificate	April 3, 2026
The Higher Learning Commission Hal Morgan, HLC Peer Reviewer	Multi-Location Visit Verde Valley Campus	April 13, 2026
The Higher Learning Commission Liaison Amanda Wornhoff	Introduction of new liaison with Doug Berry & ALO Megan Crossfield	May 11, 2026

**PROGRAM-SPECIFIC REACCREDITATION  
(REQUIRED BEYOND THAT PROVIDED BY THE HIGHER LEARNING COMMISSION):**

Accreditor	Program	Date
Committee on Accreditation of Educational Programs for the EMS Professions (CoAEMSP)	Emergency Medical Services	Site Visit: February 27–28, 2025 Reaccreditation Granted: January 16, 2026
Accreditation Commission for Education in Nursing (ACEN)	Nursing- RN to BSN Initial Accreditation Visit	Site Visit: March 11-13, 2025 Accreditation Granted: September 25, 2025 Back-dated to date of Application: November 16, 2023

**FINANCE**

**ALLOCATES RESOURCES AND PRIORITIZES THE BUDGET TO MEET THE COLLEGE MISSION, GOALS AND STRATEGIC PLANS**

Each year we go through a rigorous and thorough process to prepare a balanced budget to meet our Board-stated priorities. This year our budget, as you know, is tightly aligned with our strategic planning priorities and the facilities master plan.

Mitigating Financial Risks

The College has adopted a variety of financial planning best practices to limit risks including transparency, annual benchmarking exercises, monthly financial reports, healthy contingencies and reserves, and conservative budget assumptions.

To help create fiscal transparency, the Chief Operating Officer presents a series of budget-related information to the Board as is documented on our College’s budget website. [Yavapai College Budget](#). In addition to the annual budget calendars and most recent budget presentations, the budget website includes a Budget-In-Brief document for the current year’s budget, as well as 5 years of YC budgets and 5 years of Certified Annual Financial Reports.

Long Term Ability to Achieve Ends/ Fiscal Soundness of Future Years

Regarding financial stability, the Board has established fund reserve minimums. As was demonstrated through the Cash Reserves Monthly Reports, these fund reserve targets have been consistently exceeded. Moreover, as has been demonstrated in the annual Budget Book, the College has created contingency expense budgets to cover the eventuality that the revenue targets are not achieved in any given year.

As part of the [Annual Budget](#), the College provides five year projections of Revenues and Expenses to project both financial solvency and compliance with the AZ Expenditure Limitation statute. The College also presents its capital budget in a multi-year format to forecast Preventative Maintenance Plans, Equipment Replacement Plans, and Capital Improvement Plans (CIP). Finally, the College presents Debt trends and forecasts.

**APPROPRIATELY MANAGES FINANCIAL RESOURCES AS REFLECTED BY COLLEGE AUDITS**

The College has consistently managed financial resources appropriately as reflected in our college audits. The District received no findings for our District’s [Annual Comprehensive Financial Report \(ACFR\)](#) and the District’s Federal Single

Audit received compliance. This will be the 25th year where YC has been awarded Governmental Finance Officer Association recognition for Excellence in Financial Reporting. YC's revenue bonds have strong ratings currently rated A1 from Moody's and AA from S&P.

The following is a general description of the three financial statements presented by the District, along with several highlights from the ACFR:

- Statement of Net Position – this statement is very similar to a balance sheet. It reflects the overall financial position of the District at a given moment in time (assets – liabilities = net position). Net position is essentially the “net worth” of the District and it is broken down between restricted and unrestricted.
  - Total net position as of June 30, 2025, equaled \$179,313,700 an increase of \$1,927,300 (1.1%) over the prior year. This includes a restatement to the beginning net position of \$189,000 due to the implementation of a new accounting standard. Detailed information regarding this change can be found in the ACFR Note 2 (p. 39).
  - Unrestricted net position as of June 30, 2025, was \$61,000, a decrease of \$1,859,800 over the prior year as reflected on p.39 in the ACFR.
  - Long-term bond debt had a net increase of \$14,624,100 as the College issued a revenue bond for \$16,300,700 in August 2024. More information on long-term liabilities can be found in ACFR Note 7 (p. 45).
  - Detailed information regarding Net Position can be found in the Yavapai College Annual Comprehensive Financial Report (pp. 20-22 and p. 29).
- Statement of Revenues, Expenses, and Changes in Net Position – this statement is essentially the income statement. It shows the revenue and expenses for a specific period of time, the results which either increase or decrease the District's net position. It is important to note that the college will show an operating loss because three of the four main revenue sources – property taxes, government grants, and state aid – are considered non-operating revenue.
  - Revenues exceeded expenses by \$1,927,300 (increase in net position) in YC's accrual basis financial statements.
  - Total revenues increased on a net basis by \$6,546,000 from the previous year primarily due to an increase in property taxes of \$3,150,200, an increase in tuition and fees of \$640,500, an increase in government grant revenues due to higher PELL grant awards of \$1,971,600, and an increase in investment earnings of \$882,700. The increase in investment earnings was due to interest earned on the 2024 revenue bonds unspent balances.
- Overall, operating expenses increased \$8,862,100 from the previous fiscal year. Instruction increased \$916,500 due to employee raises and medical plan premium increases. Public Service, Academic Support, Student Services and Institutional Support primarily increased by \$3,954,000 due to employee raises, medical plan premium increases, several new positions and the general increased cost of non-personnel expenses. Scholarships increased by \$1,788,900 due to Pell grants. Auxiliary Enterprises increased \$1,080,900 for several reasons including employee raises, medical plan premium increases, and in-house food service was operational for all of FY25 compared to only half of the year in FY25.
  - Detailed information regarding the Statement of Revenues, Expenses, and Changes in Net Position can be found in the Yavapai College Annual Comprehensive Financial Report (pp. 23-26 and p. 31).
- Statement of Cash Flows – this statement describes the cash flows into and out of the District. Over time, on a cumulative basis, it is important that an organization have an adequate amount of cash to support operations.
  - Net cash had previously included highly liquid investments. In FY25, those two items were split apart in the financial report. Please see table below for an easier comparison.

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	FY25 Balance	FY24 Balance	Change
Cash	8,193,600	2,935,300	5,258,300
Liquid investments	33,426,800	34,682,600	(1,255,800)
<b>Total Balance</b>	<b>41,620,400</b>	<b>37,618,000</b>	<b>4,002,400</b>

- Net cash increased due to timing of cash replenishment from investments pool for year-end accounts payable and payroll payments.
- Total cash liquid investments were \$41,620,400 on June 30, 2025, which exceeds the minimum threshold established by the DGB.
- College funds are invested prudently, at minimal risk, as per A.R.S. requirements. As shared in the ACFR, most investments are kept in the County Treasurer’s investment pool and Wells Fargo accounts (p. 40-41).
- Detailed information regarding the Statement of Cash Flows can be found in the Yavapai College Annual Comprehensive Financial Report (pp. 33-34).

## SEEKS NEW FUNDING STREAMS AND BUSINESS MODELS TO GENERATE REVENUE AND SECURE LOCAL, STATE AND FEDERAL GRANTS

- Yavapai College Foundation’s invested assets stand at \$33,142,864 as of 4/10/26 up from \$25M last year
- Foundation scholarships for 25/26 school year stand at \$802,002 comparable to last year at \$803,807.
- Yavapai College’s Grants Office has received, so far in 2024-25, fourteen funded grant proposals totaling \$2,306,738 up from \$2,150,464 last year. We are still awaiting the outcome of 25 additional submitted proposals, totaling an additional \$9,938,385.

## ACADEMIC & STUDENT AFFAIRS

### ENSURES A SYSTEM OF CONTINUOUS CURRICULUM DEVELOPMENT TO MEET COMMUNITY AND INDUSTRY NEEDS

We have a standing academic curriculum committee that reviews and recommends new curriculum and sunseting of curriculum to the All-College Council and president for approval following requirements for regional accreditation from the Higher Learning Commission (HLC). We give faculty academic primacy in decision making of curriculum as required by HLC meaning faculty, with the support of the curriculum committee, make curriculum recommendations to the president for decision. The Board ultimately approves these via consent agenda.

In 2025-2026, Yavapai College added the following degrees and certificates:

- [Bachelor of Applied Science in Business](#)
- [Bachelor of Science in Computer Science](#)
- [Air Traffic Control Academy Prep Certificate](#)
- [Bone Densitometry Certificate](#)
- [Business Foundations Certificate](#)

- [Fundamentals of Agriculture Science Technology Certificate](#)
- [Limited X-Ray Transition Certificate](#)
- [Victim Advocacy Certificate](#)
- Bachelor of Design in Graphic Design
- Bachelor of Public Safety Administration

## 9. PROVIDES EFFECTIVE LEADERSHIP IN ESTABLISHING AND MAINTAINING ACCESSIBLE, COMPREHENSIVE STUDENT SERVICES THAT SUPPORT STUDENT SUCCESS.

Student Affairs supports students through four strategic principles:

- Student Learning and Development
- Proactive and Personalized Student Experience
- Student Well Being
- Student Persistence, Retention and Completion

These principles are supported through comprehensive services in:

- Housing and residence life
- Disability resources
- Testing services
- Student conduct and community standards
- Student engagement and leadership
- Retention and program advising
- Student basic needs.

### Highlighted Support for 25-26:

#### CARE Team

A CARE Team of Student Affairs, Police, and Risk and Safety Staff monitors students at-risk that are reported to the team from faculty and staff who identify exhibition of at-risk behaviors. The CARE Team reaches out and supports the student by connecting them to resources and services.

CARE referrals have steadily increased over the past four years, rising from 80 in 2021–2022 to 115 in 2024–2025. Mental health concerns remain the leading issue, growing from 41 cases in 2021–2022 to 74 cases in 2024–2025. This increase reflects both rising student need and greater willingness to seek support, which is consistent with national trends in postsecondary mental health.

The team also continues to receive reports of threats to self, which remain a critical area of intervention. Referrals include cases involving academic struggles, substance abuse, and personal loss, highlighting the diverse challenges the CARE Team addresses.

#### Student Basic Need Support

YC's investment in early intervention and support has been critical. Since 2022, the College's

partnership with BetterMynd has provided free online therapy, expanding student access to licensed professionals during periods of personal or academic stress across all campuses and centers. The most pressing challenges for students remain:

- Food insecurity
- Mental health needs
- Health Insurance
- Housing insecurity
- Financial hardship

The YC Food Pantry has become a vital resource in addressing food insecurity among students. Utilization has grown significantly over the past four years:

In addition to individual students, the Pantry provided meals to 1,280 family members living in student households, highlighting the broader impact of this service.

This growth underscores the ongoing challenge of food insecurity as a barrier to both academic persistence and overall well-being. The Food Pantry not only addresses immediate nutritional needs but also supports student stability, retention, and success.

Ongoing inflation and a lack of affordable housing in Yavapai County continue to be major obstacles that worsen student instability and hinder their academic progress. The Basic Needs Office plays a critical role in helping students overcome barriers to stability so they can remain enrolled, persist toward their academic goals, and achieve long-term success.

### **Ruff's Clothing Closet**

Ruff's Closet has been open for three years. YC accepts gently used professional clothing donations and makes them available in the student activities office free to our students. Many students would graduate and not have professional clothing for job interviews. This has been a huge success and continues to grow.

### **Emergency Fund & i-Shelter+**

We have also established an emergency fund for students through the YC Foundation which is actively fundraising for student basic needs. We now have an i-Shelter App that connects students to YC, local and state resources to all social services.

During FY25/26, the College received a \$12,000 grant from the Arizona Community Foundation to support emergency rental assistance for students facing housing insecurity. This funding will allow the College to directly support at least sixteen students with immediate housing needs.

### **Financial Aid Team**

The Financial Aid team at Yavapai College is committed to empowering a diverse student population by providing the guidance, tools, and knowledge needed to make informed decisions about funding their education and achieving their academic goals.

In the 2024–2025 academic year, the Financial Aid team reviewed 8,215 ISIR's (Institutional Student Information records) for 5,432 unduplicated applicants; originated \$9,001,206 in Pell Grants for 2,881 students and \$688,369 for 617 students in Yavapai College Foundation Scholarship funds. They also oversaw the

distribution of \$250,511 in Federal Supplemental Grant Funds, administered \$201,045 for the Federal Work-Study program, processed \$2,413,821 in Federal student loans and an additional \$37,775 in State grant funds. They also processed tribal grant applications, private loan applications and administered many "outside" scholarships such as "Earn to Learn".

The team participated in and/or hosted multiple FAFSA and scholarship workshops across Yavapai County, both in person and via Zoom.

Many Financial Aid team members help host the holiday Angel Tree project as well as participating in the bi-annual food distribution efforts in conjunction with Saint Mary's food bank.

Through COVID era loan repayment rules, dedicated efforts in loan default prevention, and a strong partnership with Student Connections, the college successfully reduced its Cohort Default Rate (CDR) from 17.6% in 2020 to 0% in 2023. The CDR has remained at 0% during 2024, the most recent reporting year. The Financial Aid team continues to prioritize educating students and their families about their rights, responsibilities, and available options as student loan borrowers.

## OFFERS A VARIETY OF LEARNING MODALITIES (SHORT-TERM COURSES, DISTANCE LEARNING) TO MEET STUDENT NEEDS

### Eight Week Course Format

One of the strategic pillars of our strategic plan is a focus on offering multiple modalities for delivering courses. Specifically, we have significantly increased our offerings of eight-week courses. YC has increased course sections offered in 8-week format from 15.8% in fall 2019 to 40.2% in fall 2025.

Delivery Mode	FA 2019	FA 2020	FA 2021	FA 2022	FA 2023	FA 2024	FA 2025
8-WEEK	15.8%	16.6%	25.8%	30.7%	33.1%	35.8%	40.2%
	of courses	of courses	of courses	of courses	of courses	of courses	of courses

Beginning in Fall 2026, Yavapai College will launch a new student success framework called Elev8 with 8. This transition is designed to help students stay focused, organized, and successful by shifting 75% to 85% of most courses from sixteen-weeks to eight-week courses. Elev8 with 8 supports students by allowing them to concentrate on fewer subjects at a time while managing work, family, and other responsibilities.

We continue to vary our modalities offering classes in-person, hybrid of classroom and online combo, online, and weblive classes. Weblive classes offer zoom capability during a face-to-face class, so students may participate in person or remotely.

### Artificial Intelligence (AI), Learning Mobility, Immersive Learning, and WIN Coalition

#### Artificial Intelligence

An AI Task Force and Strategy Group were formed to help support the integration of AI into the curriculum and to help learners and instructors understand this rapidly advancing tool. Professional Development opportunities were offered to YC faculty through Pro Grow Pathways. YC students also received education on AI through activities offered through Students of Leadership. Yavapai College partnered with Yavapai County Superintendent of Schools to offer workshops in

AI to support our K-12 faculty and students. Working with the Instruction Committee, the AI Task Force also helped support the committee's adoption of a new syllabus statement focused on AI in assignments. The Center for Learning and Innovation (CLI) developed an [AI webpage](#) to offer guidance and support to both faculty and staff for AI use and adoption

### Learning Mobility (Formerly Micro Credentials)

Since July 2025, Yavapai College learners have earned 1327 badges, a 279% increase from 2024. These achievements have been shared over 3K times on social media platforms, showing off our learners' growth efforts and bringing increased visibility to Yavapai College. The Learning Mobility OKR also includes credit, non-credit, and prior learning assessment pathways. Working with experts in education and workforce across the institution and the state, the Learning Mobility group works to provide pathways for students to take advantage of linear and non-linear opportunities to earn degrees and credentials.

### Immersive Learning

The YMAX Immersive Theater and the Immersive Learning Lab have been integrated into the Center for Learning and Innovation. Custom experiences created for the YMAX include marketing materials portraying 360-degree footage of Yavapai College campuses and spaces as well as the Literary Southwest event created with the support of the author of Diaries of War, Nora Krug. Faculty in Communications, Political Science, and Career and Technical education have provided opportunities to bring immersive content to students through virtual reality.

Biology students participated in virtual reality experiences that brought complex concepts to life, while theater students had the unique opportunity to converse with a custom AI-powered virtual Shakespeare character. The HVAC program made regular use of the Transfr VR headsets throughout the year, and CTEC faculty integrated a virtual reality experience focused on developing student communication and problem-solving skills. The EMS program conducted a mass casualty simulation, giving students a high-stakes, immersive environment to practice critical response skills. Political science and history students explored the White House, interacted with custom AI historical figures, and traveled back in time through 360-degree historical environments. These experiences reflect our ongoing commitment to reaching faculty with innovative tools and introducing students to immersive learning opportunities that deepen engagement and improve outcomes. As the new Center for Learning and Innovation at the Prescott Campus continues to grow as a hub for this work, outreach to faculty remains a priority, ensuring that more students across more disciplines have access to these transformative learning experiences.

### WIN Coalition

The WIN (What Is Next) Coalition is a community of practice that brings together a diverse group of faculty, staff, leadership, and students from across our institution to engage in forward-thinking and inform strategic planning. The coalition is designed to prepare our institution for future challenges and opportunities by fostering innovative approaches to education, work practices, and community impact. The WIN Coalition uses Zoom channels, workshops, and feedback forms to collect signals of information from its participants. That information is analyzed and synthesized into a report that is given to the Strategic Planning Committee. The SPC then uses that documentation along with other sources of truth to deliver suggestions on strategic priorities to the Executive Leadership Team (ELT), upon which they discuss and decide.

## CAPITAL DEVELOPMENT/FACILITIES

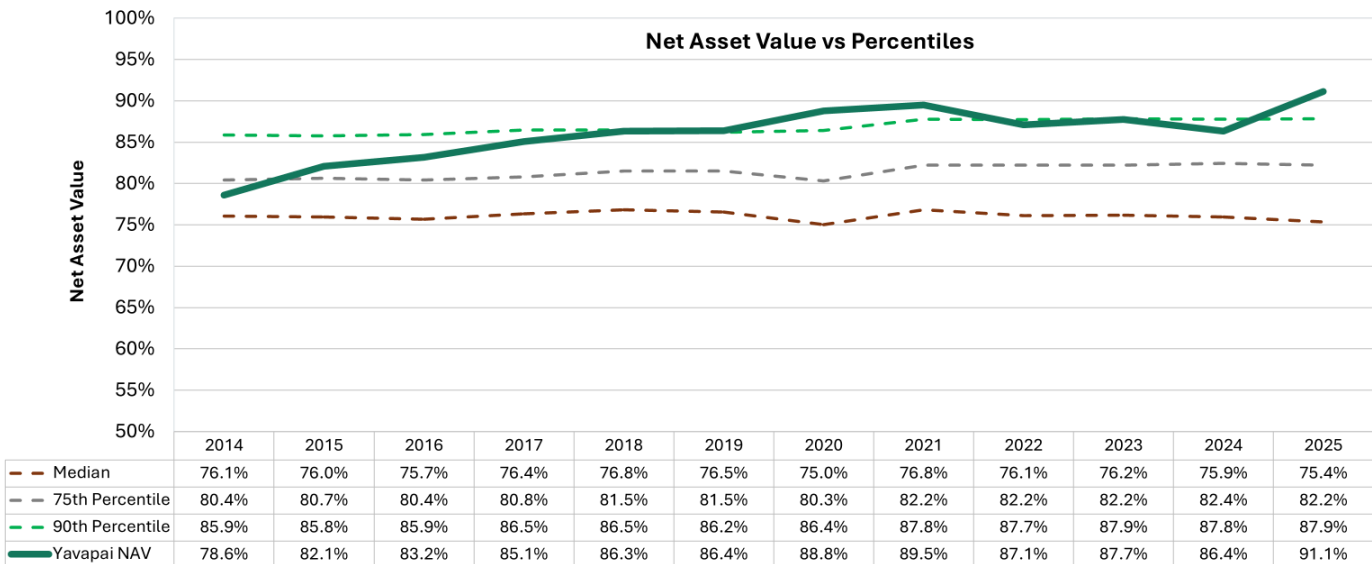
### ENSURES ADEQUATE MAINTENANCE OF ALL CAPITAL ASSETS OF THE COLLEGE.

The College practices the philosophy that well-maintained assets lead to the lowest Total Cost of Ownership. The College has worked with Sightlines, a consulting firm specializing in higher education facility maintenance, to establish a process to assess the condition of various building systems (Electrical, Exterior Shell, Grounds, HVAC, Interior Shell, Mechanical, Plumbing, & Safety) throughout the district. We then prioritize strategic capital reinvestments to address our deferred maintenance via planned maintenance, rather than endure costly system failures. The strategy is working. Over the past decade, YC has improved its Net Assessed Value (NAV) Score  $(\frac{[\text{Total Replacement Value}-\text{Total 10 Year Asset Reinvestment Need}]}{\text{Total Replacement Value}})$  from below average to top quartile.



## Yavapai NAV in Top Decile

Yavapai outperforms the broader database as well as their peers



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## APPROPRIATELY ALLOCATES RESOURCES TOWARD CAPITAL IMPROVEMENTS

Working with the architectural firm SmithGroup, YC developed the 2022-2030 Facilities Master Plan. Following extensive review of strategic YC documents, conducting exhaustive analyses, and soliciting input from internal and external stakeholders, we now have long-term Master Plan recommendations. These plans are incorporated into our annual budget and are intended to ensure our facilities remain a source of competitive advantage for our college and the communities we serve. This year our focus has been on renovating our traditional library space on the Prescott Campus into the Center of Learning and Innovation. As we did on the Verde Valley Campus, we transformed this building into a modern digital library with lots of collaboration spaces, support services and technologies to augment learning. We also continued to implement the Board-approved plan to

develop Attainable Housing for employees and students. At YC, Attainable Housing is priced to be affordable by households earning 80-140% of HUD Area Median Income. By the end of this summer, we will have a combination of apartments, tiny homes, houses and RV pads at our Chino Center, Prescott, Prescott Pines, and Verde Valley locations. All told we will be able to accommodate 166 employees and non-traditional students—in addition to the 220 traditional-age students we have housed in our residence halls for over 50 years. Each year our capital projects are incorporated into the annual budget approved by the Board.

## **PROVIDES SUFFICIENT TECHNOLOGY AND TECHNOLOGY SUPPORT FOR INSTRUCTION, COLLEGE OPERATIONS AND DATA SECURITY**

- Technology is maintained and upgraded to promote access, learning outcomes, service, efficiency & productivity
- Sufficient technology and tech support are in place for instruction, operations, and data security

### Modern Instructional Spaces

Yavapai College supports over 100 technology-enhanced classrooms and labs. These spaces are upgraded on a regular cycle (5-7 years) to ensure the technology remains current and aligns with instructional needs. For the fiscal year 2026, our Equipment Replacement Plan budget was approximately \$1,160,000 for computer replacements, infrastructure (servers, network, storage), and classroom/lab upgrades.

In early 2026, we were excited to open the Center for Learning and Innovation on the Prescott Campus (CLI-P). The CLI-P offers a wide array of new learning and collaboration spaces, including the following: YMAX Immersive Theater, immersive learning labs, digital development studio, and capture studios. Building on the success of the Center for Learning and Innovation Verde (CLI-V), we are very pleased that the CLI-P is already buzzing with activity, with stakeholders using the learning/creation spaces and the Discovery Hall community room. The new study rooms (25 total in the CLIs) are already very popular, and students can either reserve them in person or online. The CLI-P is attracting attention from our peers in Arizona who wish to explore our new model. YC has welcomed several groups since the opening, and our faculty and staff have enthusiastically provided tours and demonstrations to visitors.

### Technology Support

YC Information Technology Services (ITS), in partnership with the CLI Division (Library, Tutoring, Teaching & Learning Services), provides the tools faculty and support staff need to deliver top-notch instruction and related services to our students. Instructors utilize best-of-breed technologies such as Instructure Canvas (Learning Management System), Panopto (Presentation Recording), and Zoom (Video Conferencing).

The Yavapai College Technology Service Desk is open every day of the year to assist students and employees with their technical inquiries. The Service Desk is staffed internally during regular business hours, with expanded hours (open until 1 AM) from Wednesday to Sunday. We also use a 3rd-party helpdesk service during the early morning hours and on holidays for 24/7/365 coverage.

With Artificial Intelligence (AI) permeating many facets of daily life, YC staff and faculty have been providing tools, support, and guidance to our stakeholders. This work includes training on the benefits and risks of AI, as well as on how to safely use these tools for learning, instruction, and work products. YC staff are also innovating with AI, with one example being our AI tutor, SOPHIE, which asks students questions and guides them through completing assignments. YC Human Resources has also adopted BrainTrust AI Recruiter to conduct first-pass interviews to screen applicants, saving staff valuable time. Students are also using BrainTrust to practice and hone interview skills.

Faculty can request additions/changes to our district-wide computer lab image semi-annually. Each student in the district has access to the same software and tools at any of our locations or via our cloud-based virtual computer lab environment. The virtual environment leverages YC's data center's processing power and provides our students 24/7/365 access to complex software via a web browser. In addition, students also have subscriptions to the Microsoft Office Suite that they can use on their personal computers and mobile devices. Grammarly (AI writing assistant), Turnitin (plagiarism checker), and Zoom are also available for student use.

Over the first 8 months of the fiscal year, our Library team, in partnership with the ITS Department, provided over 400 laptop checkouts and over 200 Wi-Fi hotspot checkouts to ensure the students had the tools needed to complete their coursework. Our checkout programs have also expanded to include virtual reality equipment and film/media arts equipment.

### Enterprise Systems

Our project team has been hard at work transforming our Enterprise Resource Planning (ERP) platform (Ellucian Banner) to the vendor's new cloud-based environment. This work entails reengineering all of our processes and 3rd-party integrations to comply with the vendor's new Software-as-a-Service (SaaS) model. The highlights of this transformation will include a new portal system (launching in May 2026), new workflow tools, a modern reporting engine powered by AI and data lake technologies, and updated services for travel/expense and procurement. After the official transition in December 2026, our YC teams will continue to enhance the environment, focusing on ease of use and efficiencies. In addition, our team is also implementing a new customer relationship management (CRM) platform called Element 451. This platform, scheduled for release in June 2026, will revolutionize our recruitment, admissions, and student success processes by harnessing the power of agentic AI.

### Information Security

Yavapai College maintains a robust information security program led by our Chief Information Security Officer (CISO), Neil McComsey. Mr. McComsey and his staff are active members of the Multi-State Information Sharing & Analysis Center (Government) and the Research & Education Networks Information Sharing & Analysis Center (Higher Education). We partner with these organizations to receive up-to-the-minute updates on active threats targeting US institutions. This information can be automatically assimilated into our environment to protect our information assets. The College uses a multi-layered information security approach with protections at the individual endpoint, in our core network, and at our borders with the internet. Our environment is monitored 24/7, and IT employees are alerted to potential security issues. Multi-factor authentication (MFA) using Duo Security is mandatory for all students and employees to help mitigate unauthorized access attempts.

In early 2026, we also introduced mandatory ID verification for all new students. This automated process uses real-time, AI-powered biometric selfie photo comparison to verify your identity by matching a live picture to your government-issued ID. This change was put in place to prevent bad actors from using stolen identities for fraud-related purposes. This new process has the added benefit of streamlining verification for students selected for additional verification for federal financial aid.

The Arizona Auditor General audits the college's information security program, and no findings were reported in the 2024/2025 audit. We are now audited under the Gramm-Leach-Bliley Act (GLBA) safeguard rules. This change added more stringent IT Security controls, and YC was deemed fully compliant. Also, there were no YC data breaches or breaches involving our third-party services during the most recent audit period.

## HUMAN RESOURCES

### ENSURE COLLEGE COMPLIANCE WITH EMPLOYMENT AND NON-DISCRIMINATION LAWS AND REGULATIONS

Yavapai College is committed to ensuring full compliance with employment and non-discrimination laws and regulations. As part of this commitment, all new employees are required to complete mandatory training designed to promote awareness and understanding of these legal requirements.

In the 2024–2025 academic year, **100% of new employees completed the required training**. The onboarding compliance curriculum includes the following modules:

- CSA Guide to Clery Act
- Bloodborne Pathogens Condensed
- FERPA Attestation
- Title IX, The Clery Act, and VAWA for Faculty and Staff
- Accommodating Higher Ed Students with Disabilities (Faculty Only)
- Title I of ADA for Higher Ed: Reasonable Accommodation (faculty supervisors)
- Harassment Prevention for Supervisors (supervisors)
- Lockout/Tagout Safety (Facilities Staff)
- Respiratory protection, Personal Protective Equipment (Facilities Staff)
- General Safety Boost: Hazard Communication (Facilities Staff)
- Noise Exposure and Hearing Conservation (Facilities Staff)

In addition to the onboarding program, annual training is required for all employees in the areas of **Cybersecurity, Safety, and FERPA** to ensure continued compliance and awareness of evolving regulations and best practices.

### PROVIDES LEADERSHIP AND RESOURCES FOR THE PROFESSIONAL DEVELOPMENT OF FACULTY AND STAFF AND MAINTAIN OWN CURRENCY ABOUT DEVELOPMENTS IN HIGHER EDUCATION, PARTICULARLY COMMUNITY COLLEGES.

Yavapai College provides leadership, resources, and support for the professional growth of faculty and staff, while maintaining a strong awareness of developments in higher education—particularly within the community college sector.

#### Professional Development and Career Pathways

Professional development is funded through two dedicated resources: the **Professional Growth Fund** for faculty and the **Staff Development Fund** for staff. Each employee group manages its respective fund, distributing resources through an application-based process.

The College currently offers several defined career pathways, including:

- **Student Services Division:** Student, Enrollment, and Recruitment Advisors
- **Facilities Department:** Technicians (Automotive, HVAC, Construction), CAD Specialists, Plumbers, and Carpenters
- **Information Technology Department:** Technology Integration Specialists and Analysts

Human Resources continues to evaluate additional departments and roles that could benefit from similar structured career development pathways.

### Professional Development Highlights

According to the 2026 Employee Engagement Survey:

- **79%** of YC employees agreed or strongly agreed with the statement, *I have frequent opportunities to learn and grow*", a result **10% above the national benchmark**.
- **82%** agreed or strongly agreed that *"My direct supervisor helps me learn and grow"*, which is **18% above the national benchmark**.

In recognition of its commitment to employee development, Yavapai College received the **Top Workplace Award for Professional Development** in Spring 2026.

In 2024, YC launched a six-month leadership development program called the **Authentic Leadership Experience**, designed to:

- Foster a strong sense of team culture, collaboration, and collegiality among college leaders
- Deepen self-awareness and relational leadership through key concepts, collaborative exercises, and reflection
- Teach and apply practical leadership skills to real-world situations

The program began with the Senior Leadership Team (Assistant Vice Presidents, Deans, and Executive Directors). In 2025, 30 additional leaders completed the program, and 45 leaders completed in Spring 2026.

### PROMOTES A POSITIVE WORK ENVIRONMENT FOR EMPLOYEES AND SEEKS WAYS TO CONTINUOUSLY IMPROVE EMPLOYEE RELATIONSHIPS AND EMPLOYEE MORALE.

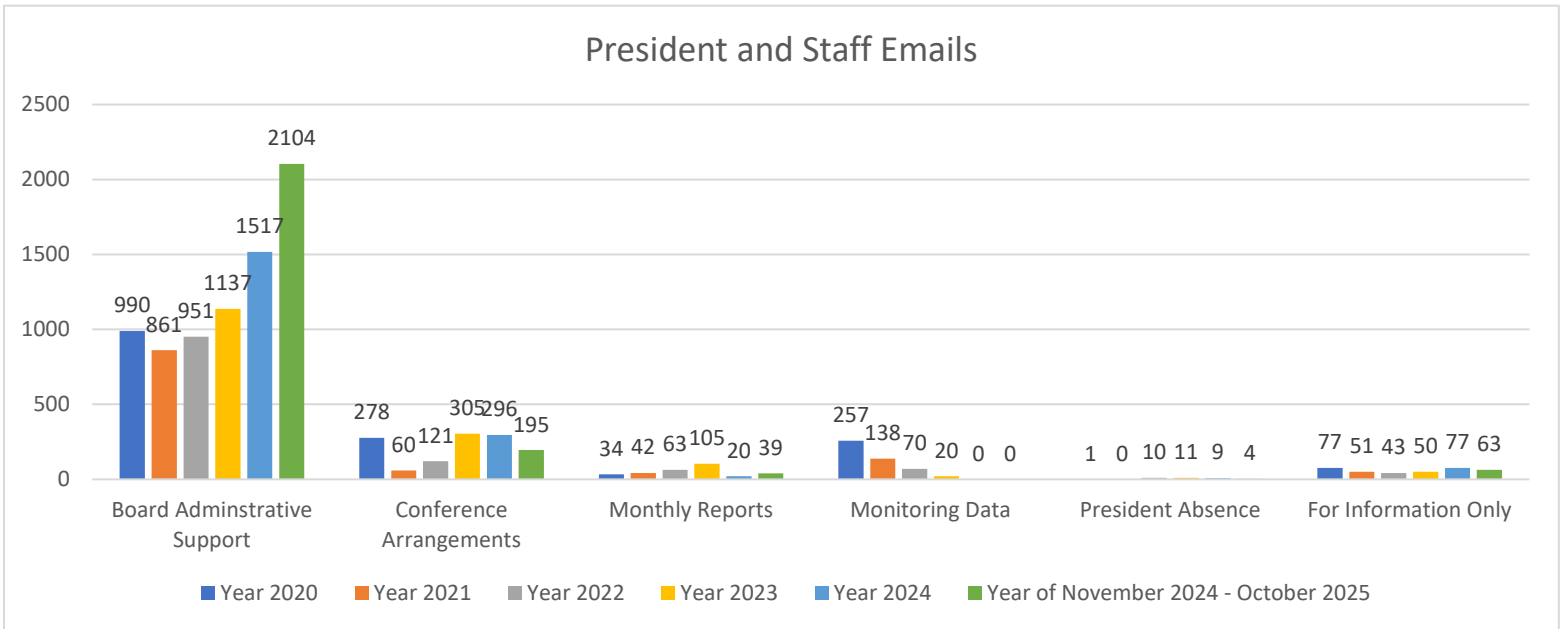
Yavapai College is committed to promoting a positive, inclusive workplace and continuously enhancing employee morale and relationships. Belonging is one of YC's strategic priorities and plays a vital role in employee engagement and satisfaction. The 2026 Employee Engagement Survey reflects a solid foundation of belonging:

Survey Question	2026 Result	National Benchmark (2026)
<i>My direct supervisor cares about my concerns</i>	85%	71%
<i>I feel genuinely appreciated at YC</i>	83%	75%
<i>I feel included at YC</i>	76%	69%

These results demonstrate YC's continued efforts to foster an environment where employees feel supported, appreciated, and included.

## PROVIDES EFFECTIVE SUPPORT TO THE OPERATIONS OF THE BOARD

YC employs an Executive Assistant to the Board, Yvonne Sandoval, who also serves as my executive assistant and a Secretary to the Board, Kim Whitman, who provides support for Board operations. Both are trained in policy governance and parliamentary procedure and continue to upgrade their skills in support of the Board. They provide Board communication, travel assistance, regular board meeting, workshops and executive session logistics and delivery, minutes, website maintenance, record keeping and posting of notices, board budget oversight, open records requests, bill payment and agenda setting. I believe they are doing their best to support the board’s needs and have not had any concerns about their work reported to me from board members.



## AWARDS, RECOGNITIONS, APPOINTMENTS 2025-26

**Aspen Top 200 U.S. Community Colleges in the Nation-** eligible for the 2027 Aspen Prize for Community College Excellence.- Top 20% of Community Colleges in the nation based on sustained improvements in student retention and completion outcomes.

**USAToday’s ‘Top Workplaces’ of 2026-** USA Today officially named YC one of the ‘Top Workplaces of 2025.’ recognizes top places from more than 1,500 organizations across the country with 150 or more employees that have created exceptional, people-first cultures

**Arizona Top Workplaces 2026: Yavapai College** - Based on our outcomes and improvements in engagement survey scores, YC is recognized by Energage & Arizona Central as a Top Workplace Winner in AZ.

### 2026 Culture Excellence and Industry Awards

Work-Life Balance Culture Award 2026

Employee Well-being Culture Award 2026

Professional Development Culture Award 2026

Employee Appreciation Culture Award 2026

Education Industry Award 2026

**American Association of Community Colleges National AACC Dale P. Parnell Distinguished Faculty Award 2026-** nominated by College President; Megan E. Hanna, Faculty Program Director for Yavapai College's Business Division

**Yavapai College has received two national awards from the Government Finance Officers Association (GFOA):**

- The Distinguished Budget Presentation Award for our FY26 Budget Book, and
- The Certificate of Achievement for Excellence in Financial Reporting for our FY24 Annual Comprehensive Financial Report (ACFR).

These awards represent the highest recognition in governmental budgeting and financial reporting. They reflect the hard work and dedication of our Yavapai College team and our shared commitment to accountability, transparency, and excellence in fiscal management.

**2026 Phi Theta Kappa Honor Society YC Chapter-** Our PTK Beta Gamma Pi Chapter was recognized as the 8th Most Distinguished Chapter in the country out of over 1200 chapters.

The chapter received four national awards.

- Distinguished College Project
- Distinguished Honors in Action Project
- Beta Alpha Continued Excellence Award
- 8th Most Distinguished Chapter

## **APPOINTMENTS**

- Community College BaccaLaureate Association (CCBA) Board of Directors, 2025 – present
- Alliance for Innovation and Transformation (AFIT) Executive Committee, 2025-present
- American Council on Education (ACE) Women's Network. Presidential Liaison for the State of Arizona. 2023-present
- Arizona Commerce Authority Board of Directors, appointed August 22, 2025-present
- Arizona Community College Coordinating Council, 2019-present,
  - Treasurer 2020-2021
  - Vice Chair 2021-2022
  - Chair, 2022-2023
- Arizona Women in Higher Education, Executive Board, 2019-present
- Central Arizona Partnership (renamed GRYT in 2025), Board of Directors, 2019-2023
- GRYT Workforce & Economic Development Organization, West Yavapai County, Board of Directors, 2023-present

## RHINE REFEREED CONFERENCE PRESENTATIONS 2025-26

- Rhine, L. & Berry, D. (2026) *Launching America's First 3-Year Bachelor's at a Community College*. **American Association of Community Colleges**, April 10-14, 2026. Seattle, Washington.
- Rhine, L., Berry, D., Bordenkircher, T. (2026) *Creating Future-Ready Degrees: The 92-Credit BAS Model*. **Higher Learning Commission Annual Conference 2026**, March 21-24, 2026. Chicago, IL.
- Rhine, L., Berry, D., Robertson, B. & Dreher, L. (2026) *Launching America's First 3-Year Bachelor's Degree at a Community College*. **Community College Baccalaureate Association 2026 National Conference**. February 11-13, 2026. Long Beach, CA.
- Rhine, L., Schmidt, K, Jackson, T., Weiss, J., Hage, N. Corella, A. (2025) *Leading with Purpose: Empowering Women Leaders in Arizona's Community Colleges*. **Arizona Community College's Administrators' Conference**, October 13-15, 2025. Tucson, AZ.
- Rhine, L., Mercado, M., Polland, D. (2025) *Workforce at the Center: How Yavapai College Serves as the Hub for Regional Workforce & Economic Development*. **Arizona Community College's Administrators' Conference**, October 13-15, 2025. Tucson, AZ.
- Rhine, L., Berry, D., Hanna, M., Crossfield, M. (2025) *Degrees of Transformation: America's First 3-Year, 92-Credit Bachelor's Degree at a Community College*. **Alliance for Innovation & Transformation**, July 30-Aug 2, 2025. Jacksonville, FL.
- Rhine, L., Palmer, K., Anderson, K., Heath, C. & Crossfield, M. (2025) *Weaving Community & Inspiring Belonging Through An Institutional AWHE Chapter*. **Arizona Women in Higher Education Annual Conference**. April 2-4, 2025. Prescott, AZ.
- Rhine, L., Palmer, K., Sparkman-Winsor, L., Nix, J. (2025) *Together We Lead: The All-College Council Blueprint*. **Bellwether Community College Futures Assembly**. February 23-25, 2025. San Antonio, TX.
- Rhine, L., Berry, D., & Dreher, L. (2025) *Optimized 92-credit Bachelor of Applied Science in Business Degree: Yavapai College's 3-Year Degree Model for Workforce-Ready Graduates*. **Community College Baccalaureate Association**. February 5-7, 2025. Austin, TX.

## PUBLICATIONS

- Rhine, L. & Liodice, E. (2025) *Community Colleges and the Rise of the 3-Year Degree*. University Business. June 18, 2025.



District Governing Board

Policy Compliance

Fiscal Year 2025-2026 Report

# Yavapai College District Governing Board Policy 101: College Priorities

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life. The College will achieve these results at a cost the Board believes is justifiable.

## **Priority 1: Education**

Yavapai College values, supports, and assesses student success and achievement. The College's strategic, educational, and other plans shall be designed to achieve the following Governing Board expectations for student success:

1. Students demonstrate success in career and technical education that prepares them for employment success.
2. Students demonstrate success in transfer-level courses and are prepared to succeed at transfer institutions.
3. Students demonstrate success in baccalaureate level courses and are prepared to succeed in undergraduate-level courses.
4. Students demonstrate success in basic skills courses and are prepared to succeed in college-level courses.
5. Lifelong Learners have access to a variety of learning opportunities.
6. Students maximize their ability to complete courses, persist through program or course completion, and achieve their educational goals.
7. Students understand how to access resources that will reduce out-of-pocket costs as much as possible, including financial aid, grants, scholarships, and other support programs.

The President shall establish the institutional goals, operations, and accountability measures that the College will achieve to meet the goals for student success.

## **Priority 2: Economic**

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

## **Priority 3: Community**

Yavapai County residents have access to social and cultural opportunities.

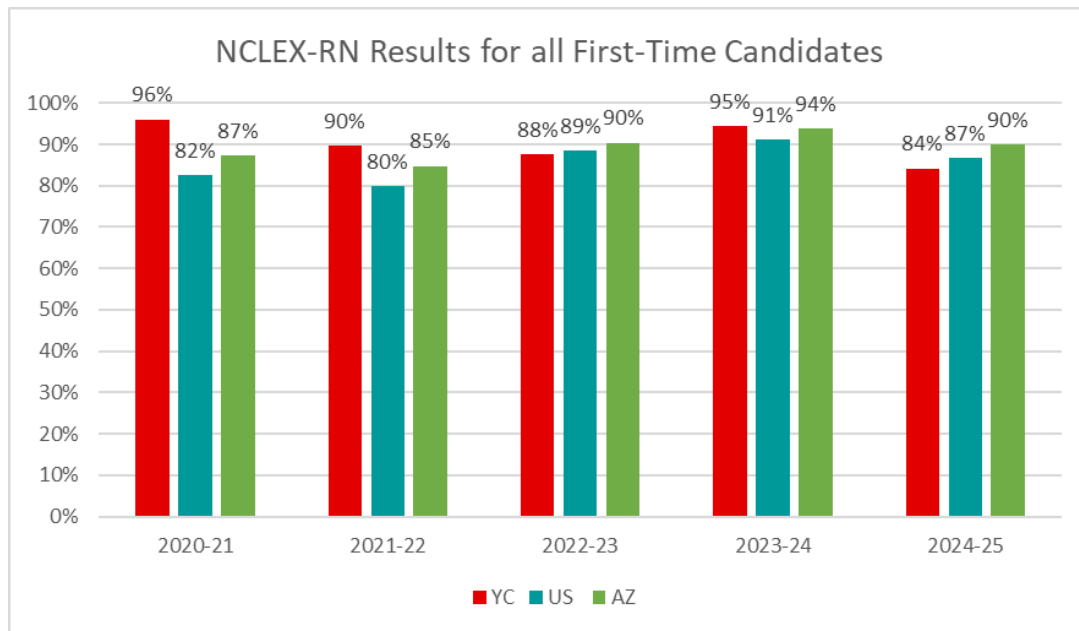
## Priority 1: Education

Yavapai College values, supports, and assesses student success and achievement. The College's strategic, educational, and other plans shall be designed to achieve the following Governing Board expectations for student success:

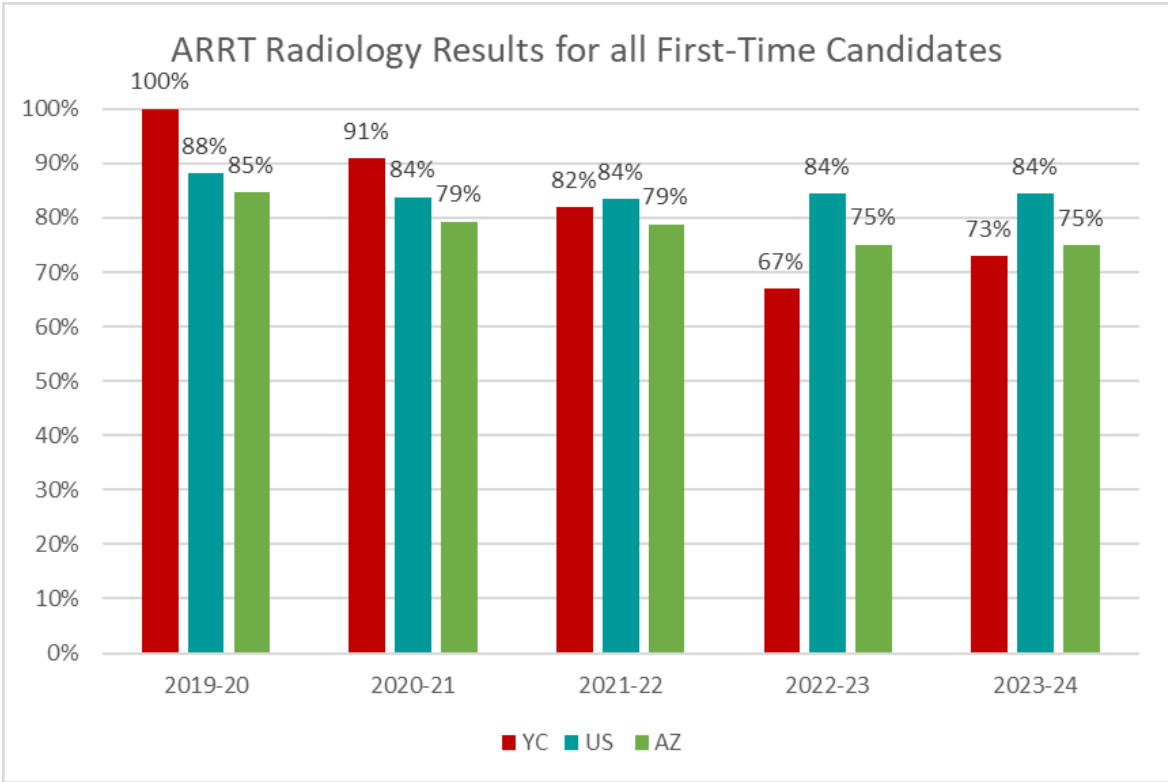
1. Students demonstrate success in career and technical education that prepares them for employment success.

### Career and Technical Outcomes

- Yavapai College enjoys strong partnerships with the Joint Technology and Education Districts within the county. High School students are afforded earlier (dual and concurrent enrollment) and increased opportunities to attain qualifications, skills, and abilities in technical fields.
- Yavapai College degree and certificate completers have licensure exams and industry certification pass rates that are equivalent to state and national averages. This success is due, in part, to industry advisory boards that many of our Career and Technical programs utilize.

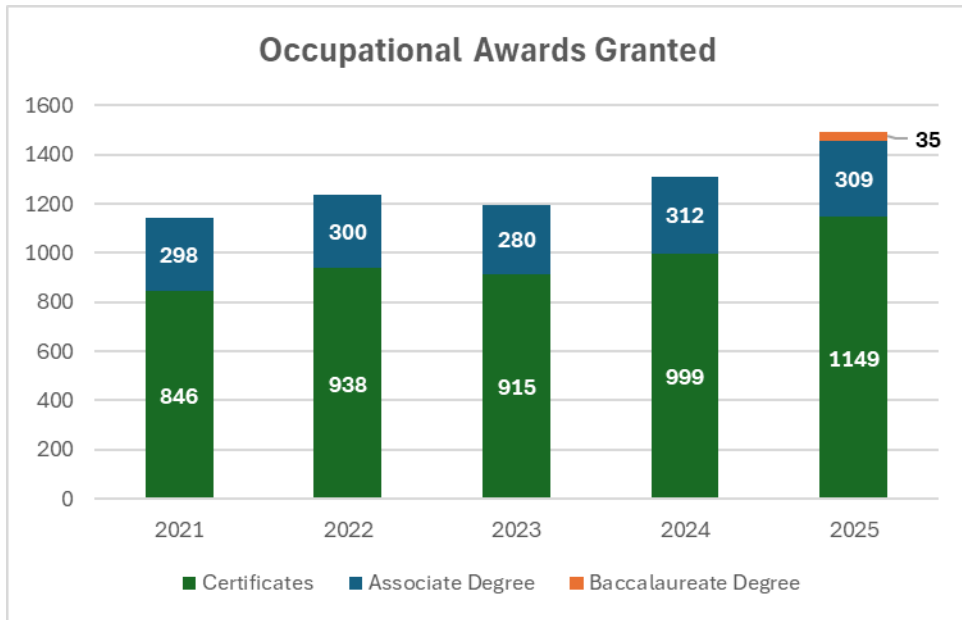


Source: National Council of State Boards, National Council Licensure Examination (NCLEX) 2025



Source: American Registry of Radiologic Licensure Examination (ARRT) 2023

- The number of occupational certificates under one year increase steadily from 2021 through 2025, rising by roughly one-third overall. The growth is spread across multiple workforce programs—particularly in health, skilled trades, and technical areas—rather than being concentrated in a single major. The largest gains occur in 2024 and 2025. The number of associates degrees awarded has remained constant.

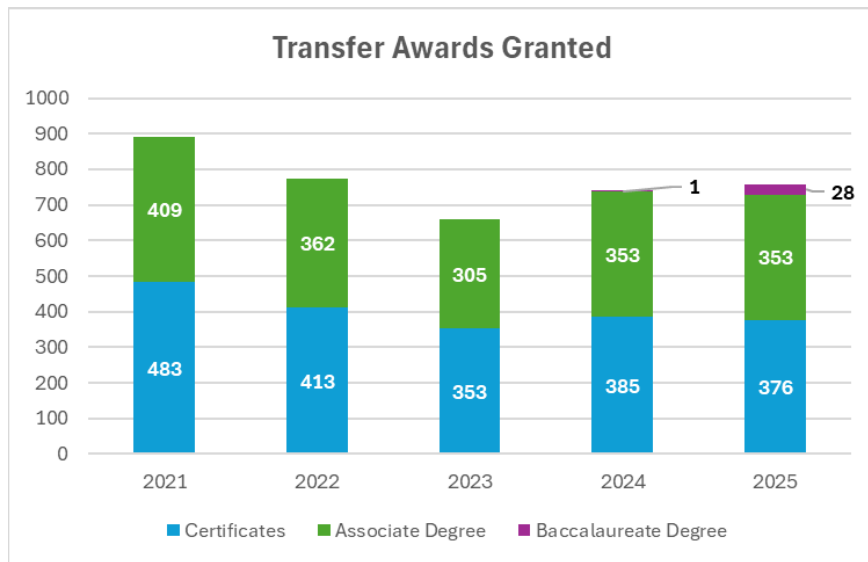


Source: Yavapai College Office of Institutional Effectiveness and Research

- 2. Students demonstrate success in transfer-level courses and are prepared to succeed at transfer institutions.

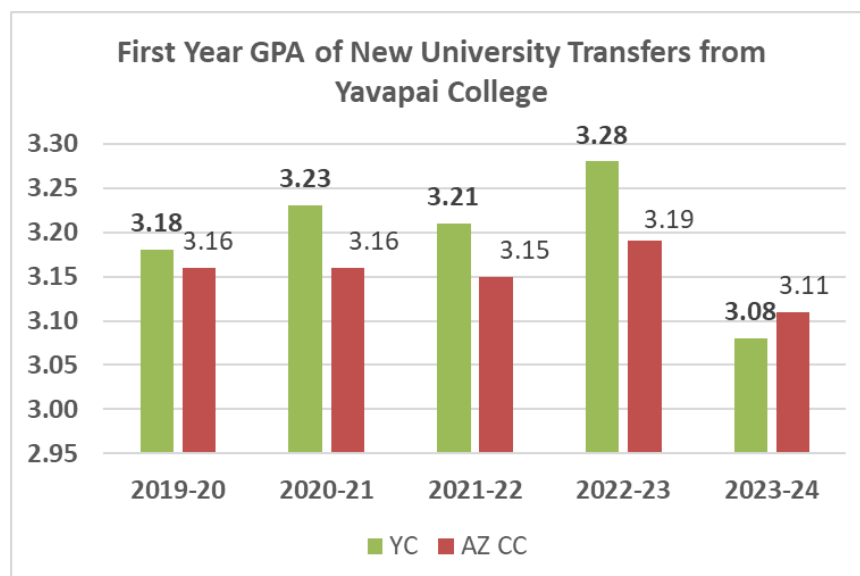
Transfer Outcomes

- Non-occupational associate degrees decline from 2021 to 2023, driven primarily by reductions in Associate of Arts awards, which account for about two-thirds of the total. Completions rebound after 2023, largely due to increases in Associate of Arts, with smaller gains in Associate of Science and Associate of General Studies. This pattern likely reflects persisting Covid related disruptions in the Arizona transfer pipeline, where transfer rates have declined roughly 30% over five years (YC -30%, Arizona -31%).



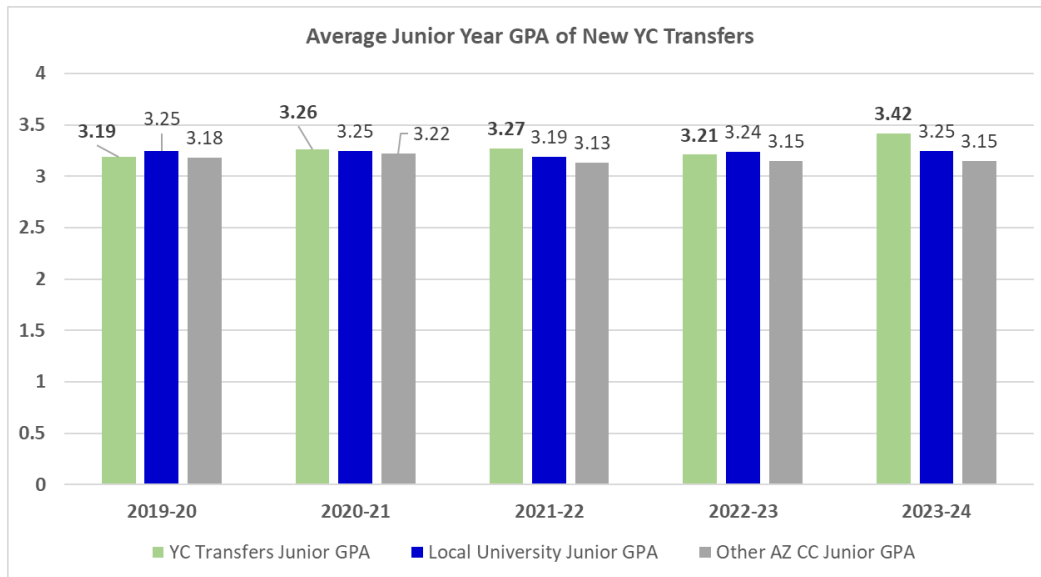
Source: Yavapai College Office of Institutional Effectiveness and Research

- Yavapai College students have historically been well prepared to succeed upon transfer. Their first-year GPAs have generally been slightly higher than the Arizona community college average and comparable to local university students; however, recent data indicate this advantage has narrowed, with YC performing in line with—and most recently slightly below—statewide peers.



Source: AZ Transfer, ASSIST 2026

- Yavapai College transfer students perform at levels comparable to local university students and consistently exceed other Arizona community college transfers. Recent data show a strengthening advantage by the junior year, indicating sustained academic success beyond the initial transfer transition.



Source: AZ Transfer, ASSIST 2026

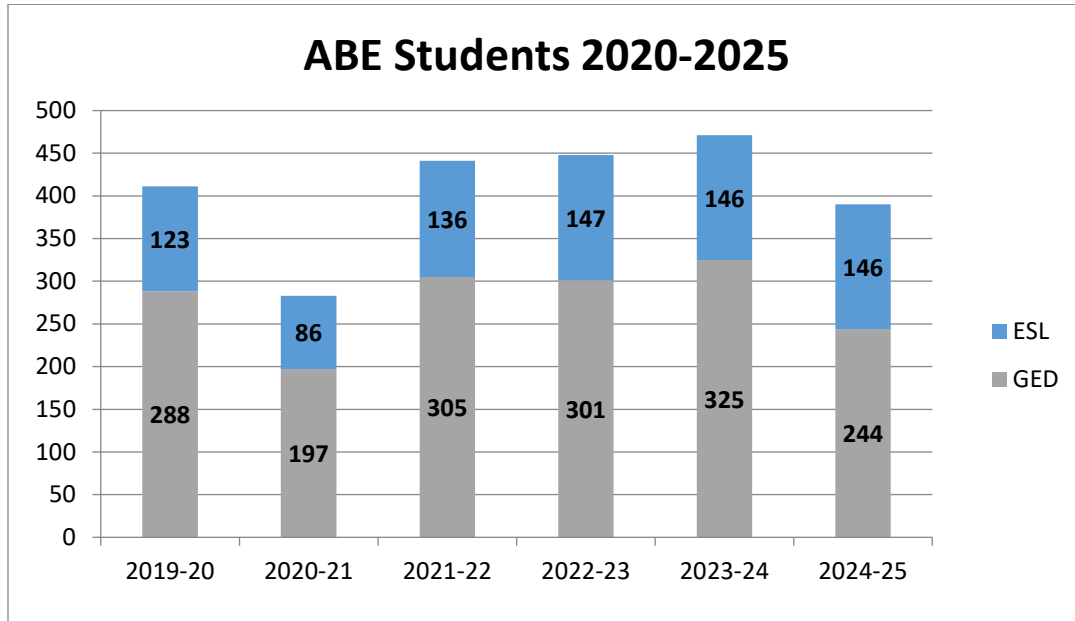
### 3. Students demonstrate success in baccalaureate-level courses and are prepared to succeed in undergraduate-level courses.

- In 2025, the College awarded:
  - 35 Bachelor of Science in Nursing (BSN) degrees
  - 28 Bachelor of Science in Business (BSB) degrees
- Students enter YC bachelor's programs with a strong academic foundation:
  - Average entry GPA: **3.30**
- Academic performance improves over the course of the program:
  - Average exit GPA: **3.53**
  - Indicates positive academic growth and sustained achievement
- Course-level outcomes are strong:
  - Overall course success rate: **93%**
- These outcomes indicate that YC bachelor's students:
  - Perform successfully in upper-division (baccalaureate-level) coursework
  - Maintain high levels of academic achievement through program completion
  - Are well positioned for continued success in graduate-level education

- 4. Students demonstrate success in basic skills courses and are prepared to succeed in college-level courses.

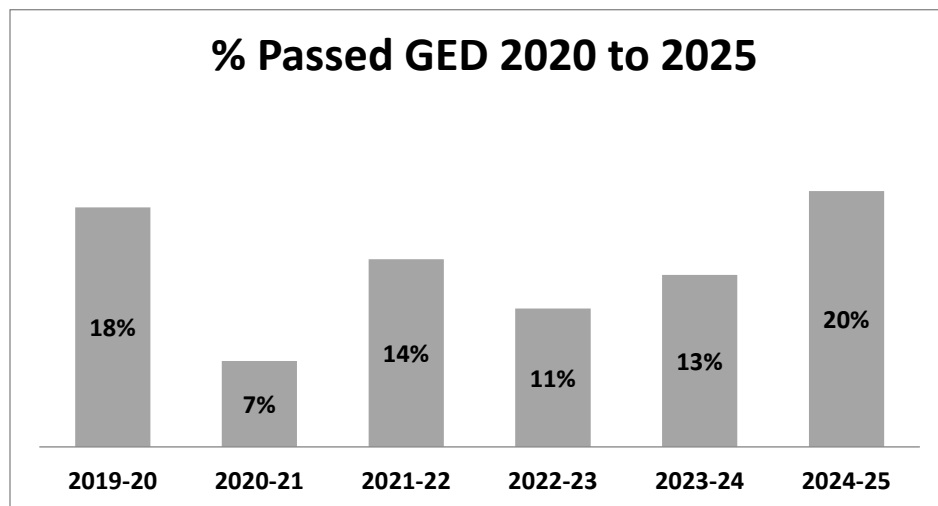
**Basic Skills Outcomes**

- After a significant COVID-19 pandemic dip, Adult Basic Education (ABE) student enrollments have rebounded to pre-pandemic levels. Last year, 63% of ABE students worked towards earning a GED and 37% focused on English language learning.
- There has been an average of 38 GED completers each year from the ABE program over the past six years.



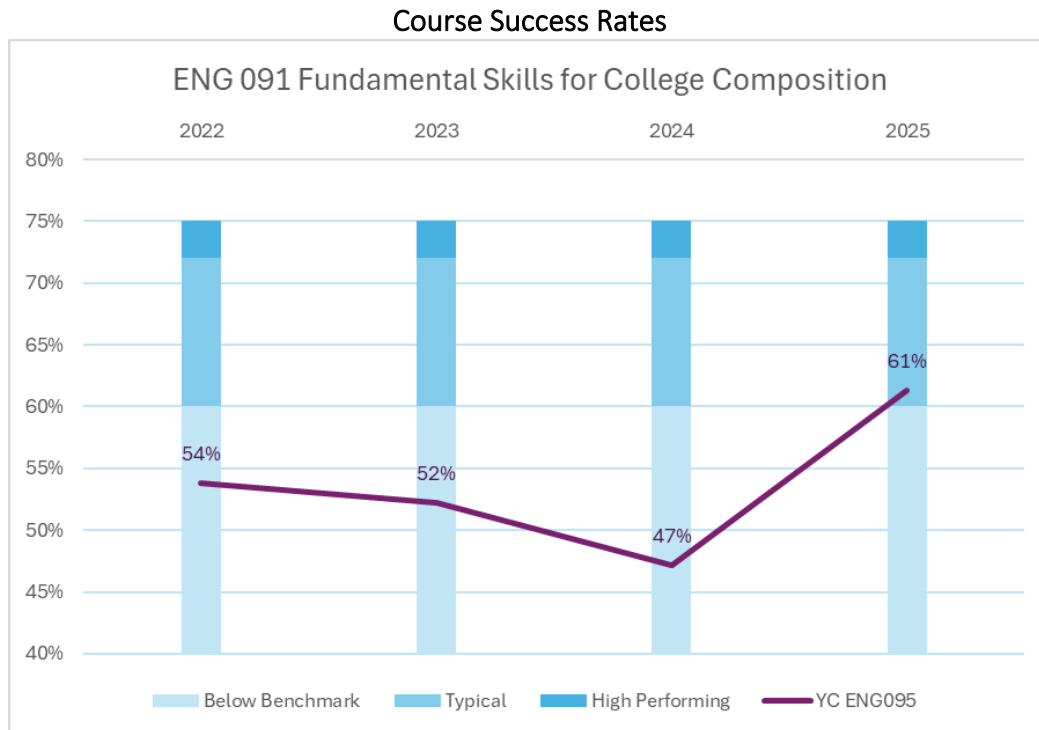
Source: ABE Program Federal Compliance Data

- With return to in-person instruction, the number of successful GED completers has increased dramatically from 2020-21 and last year exceeded pre-pandemic levels.



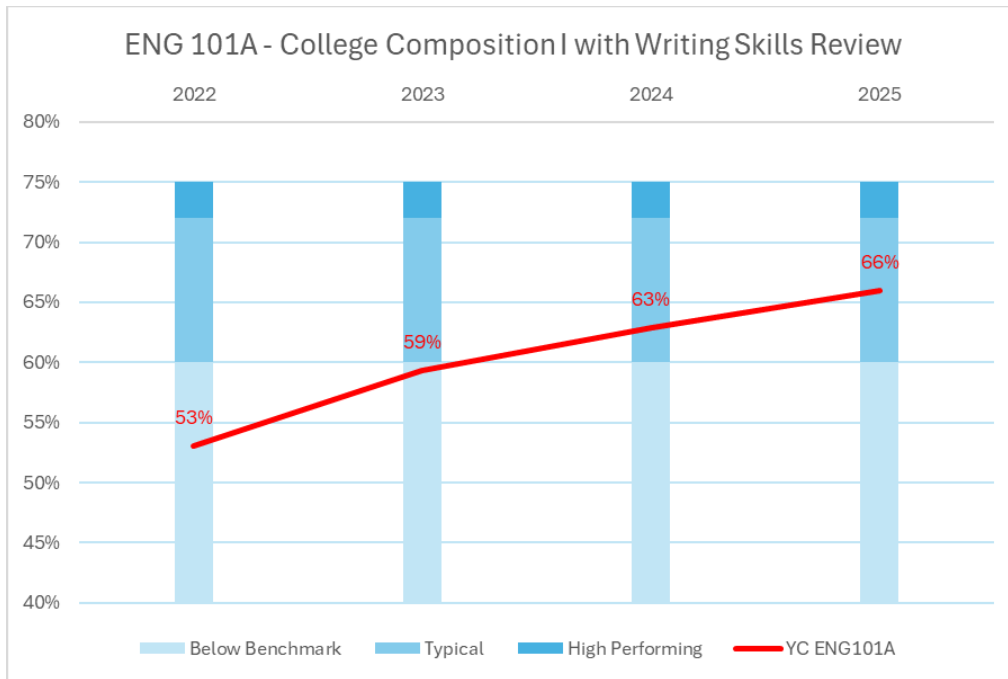
Source: ABE Program Federal Compliance Data

- The American Association of Community Colleges Voluntary Framework of Accountability (VFA) provides national benchmarks for community college performance, including developmental education outcomes. Historically, course success rates for YC students enrolled in developmental English or reading have fallen below national benchmark ranges. In the most recent year, however, these rates increased into the typical range, aligning with national performance levels.



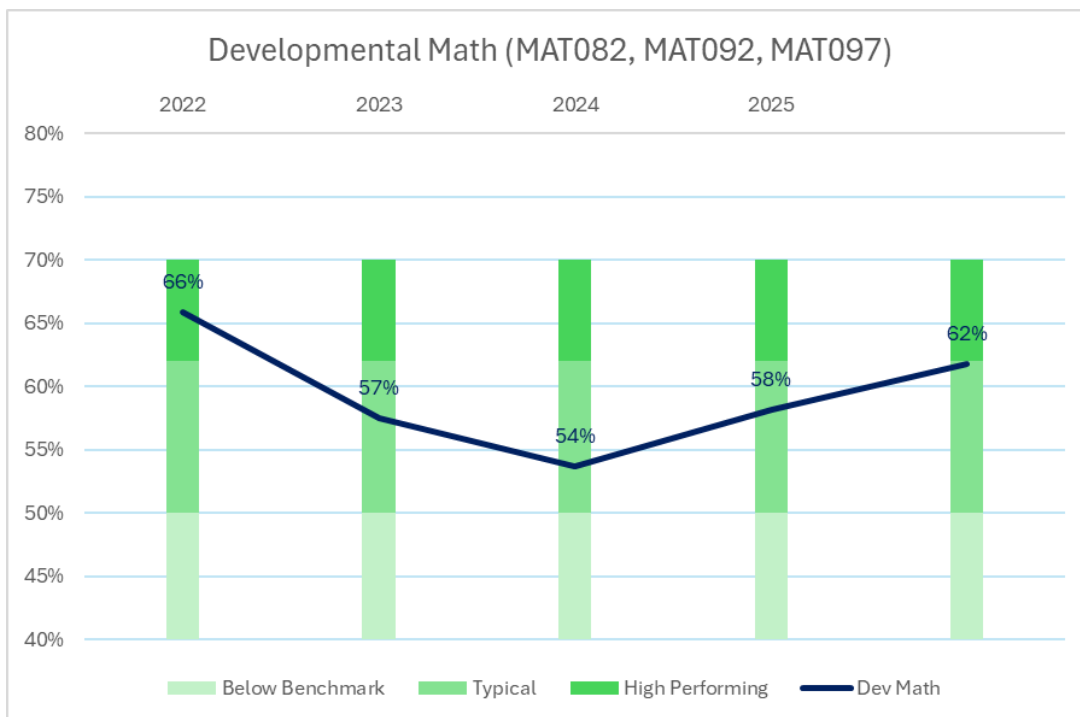
Sources: Yavapai College Office of Institutional Effectiveness and Research

- In the fall of 2019, YC launched English 101A, which placed some students who would typically be in remedial classes into a college-level course with extra support. By fall 2025, 66% of ENG101A students succeeded and earned college credit.



Sources: Yavapai College Office of Institutional Effectiveness and Research

- Success rates for YC students in developmental math courses have fluctuated over time but have generally remained within the typical to high-performing ranges based on national benchmarks from the American Association of Community Colleges Voluntary Framework of Accountability (VFA).

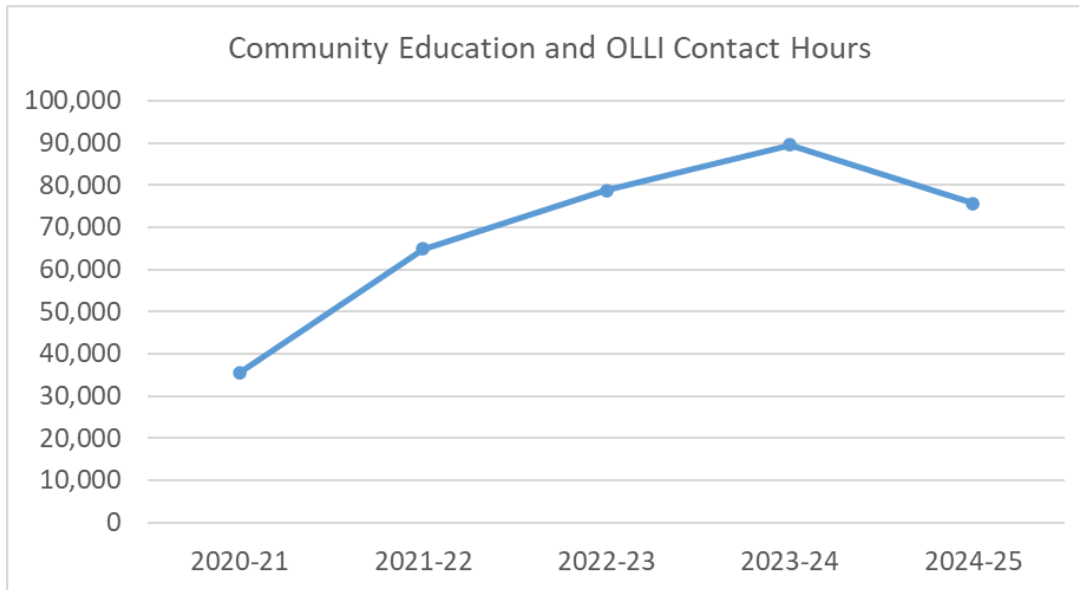


Sources: Yavapai College Office of Institutional Effectiveness and Research

5. Lifelong Learners have access to a variety of learning opportunities.

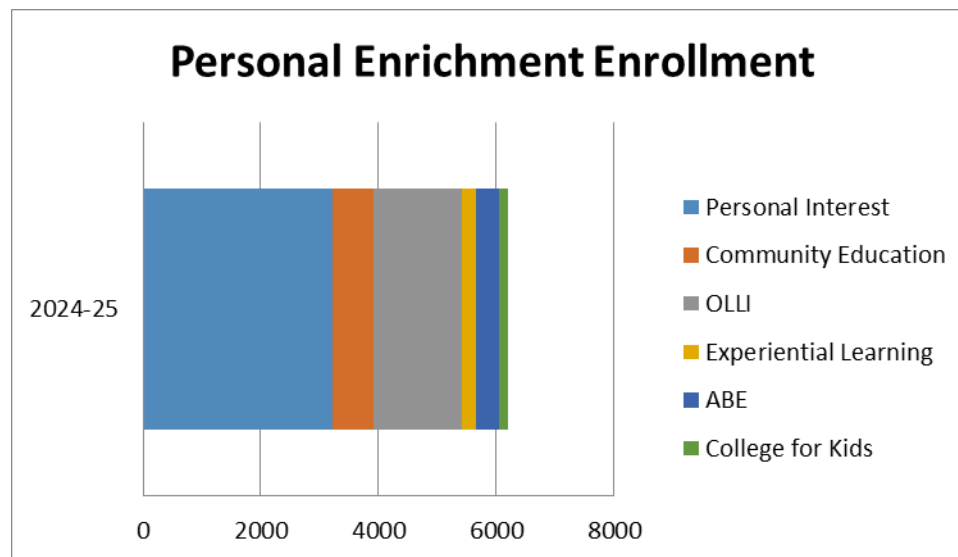
## Lifelong Learners Outcomes

- Community members take credit and non-credit courses and participate in the Osher Lifelong Learning Institute (OLLI) for personal enrichment. Contact hours in the graph below indicate that the Community Education and OLLI programs have recovered to pre-pandemic levels.



Sources: Office of Institutional Effectiveness and Research, Division of Lifelong Learning enrollment

- In 2024-25, there were 6,195 lifelong learners enrolled in a variety of personal enrichment opportunities like personal interest credit courses, community education, OLLI, Edventures, and adult basic education.



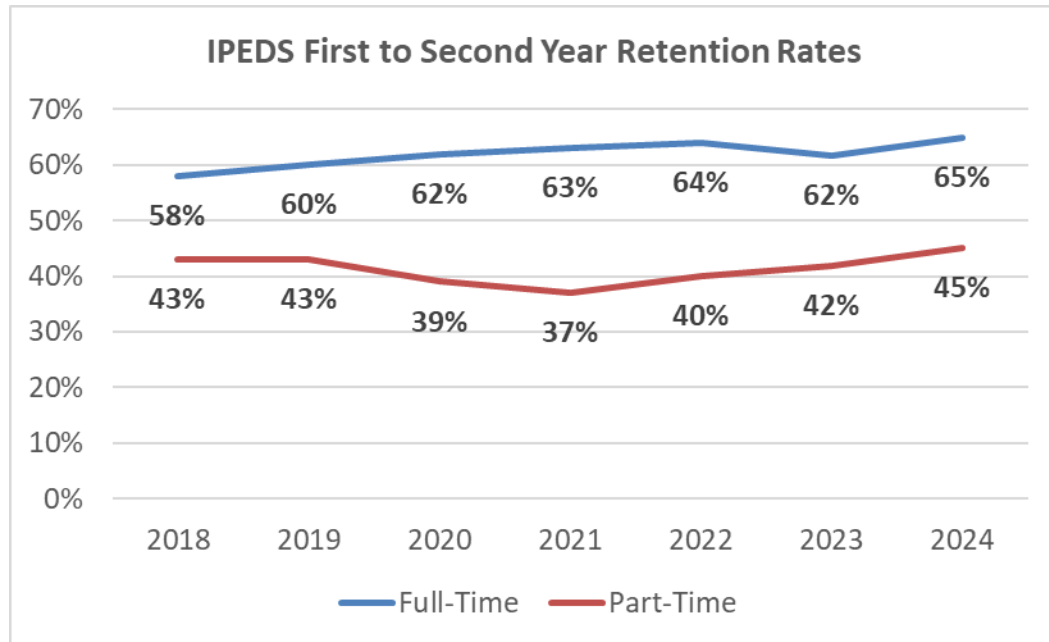
Sources: Office of Institutional Effectiveness and Research

- Students maximize their ability to complete courses, persist through program or course completion, and achieve their educational goals.

## Student Success Outcomes

### Retention

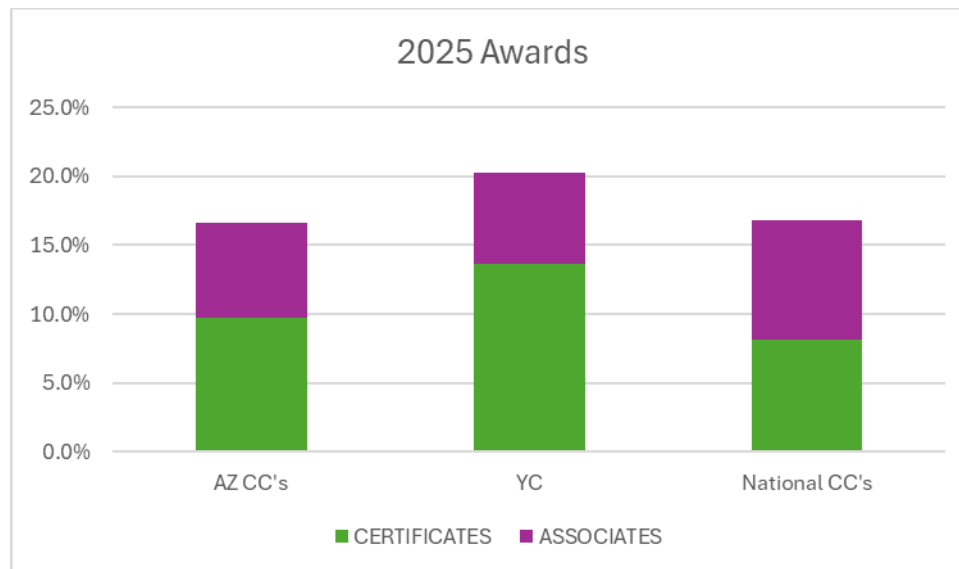
- A key element in fostering student success is retaining students. Yavapai College tracks retention of student cohorts from their first-to-second year. Retention rates remain stable for full-time students and have somewhat improved since 2021 for part-time students, indicating stable retention rates and progression toward completion.



Source: Office of Institutional Effectiveness and Research

### Completions

- For its size, Yavapai College consistently awards a higher proportion of certificates than both Arizona community colleges and national peers, with concentrations across multiple workforce-oriented programs rather than a single discipline.
- This pattern aligns with prior findings showing broad-based growth in short-term occupational certificates, particularly in health, trades, and technical fields.
- In contrast, YC awards associate degrees at rates comparable to other Arizona community colleges, while remaining below national community college averages in associate degree production.



Source: Office of Institutional Effectiveness and Research

**7. Students understand how to access resources that will reduce out-of-pocket costs as much as possible, including financial aid, grants, scholarships, and other support programs.**

- The Financial Aid team at Yavapai College is committed to empowering a diverse student population by providing the guidance, tools, and knowledge needed to make informed decisions about funding their education and achieving their academic goals.
- In the 2024–2025 academic year, the Financial Aid team reviewed 8,215 ISIR's (Institutional Student Information records) for 5,432 unduplicated applicants; originated \$9,001,206 in Pell Grants for 2,881 students and \$688,369 for 617 students in Yavapai College Foundation Scholarship funds. They also oversaw the distribution of \$250,511 in Federal Supplemental Grant Funds, administered \$201,045 for the Federal Work-Study program, processed \$2,413,821 in Federal student loans and an additional \$37,775 in State grant funds. They also processed tribal grant applications, private loan applications and administered many "outside" scholarships such as "Earn to Learn".
- The team participated and/or hosted multiple FAFSA and scholarship workshops across Yavapai County, both in person and via Zoom.
- Many Financial Aid team members help host the holiday Angel Tree project as well as participating in the bi-annual food distribution efforts in conjunction with Saint Mary's food bank.
- Through COVID era loan repayment rules, dedicated efforts in loan default prevention, and a strong partnership with Student Connections, the college successfully reduced its Cohort Default Rate from 17.6% in 2020 to 0% in 2023 and the Co-Hort Default (CDR) rate has remained at 0% during 2024, the most recent reporting year. The Financial Aid team continues to prioritize educating students and their families about their rights, responsibilities, and available options as student loan borrowers.
- Yavapai College Basic Needs Support Program provides food pantry, clothing closet, and emergency funds to support students in crisis to complete their academic goals.

<b>Basic Needs Program</b>	<b>Students Served</b>	<b>Students Served</b>	<b>Students Served</b>	<b>Students Served</b>
<i>Year</i>	<i>2021-2022</i>	<i>2022-2023</i>	<i>2023-2024</i>	<i>2024-2025</i>
Number of Students	134	255	383	490

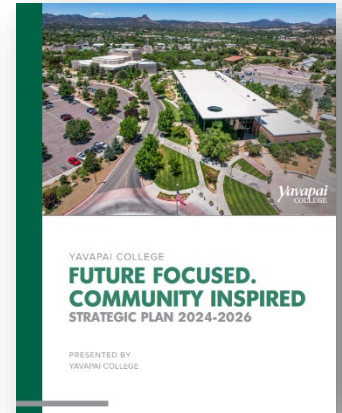
<b>Food Pantry Data</b>				
<i>Issue</i>	2021-2022	2022-2023	2023-2024	2024-2025
Number of Students Served	102	192	204	317
Number of Students + family members provided meals	N/A	678	897	1,280
Total Student Visits to the Food Pantry	168	265	473	501

## Priority 2: Economic

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

### YC Strategic Plan: Future Focused. Community Inspired.

Yavapai College (YC) is a key driver of economic development in Yavapai County and utilizes the Regional Economic Development Center (REDC) to directly support the **District Governing Board's (DGB) Priority 2: Economic**, which aims to generate and sustain jobs within the region. YC's efforts are guided by the 2024-2026 Strategic Plan: [Future Focused. Community Inspired.](#), which outlines key goals for regional growth, including *Belonging, Living Wage, Adult Learners, and Delivery*. These strategic goals support economic development by strengthening community engagement, enhancing workforce readiness, and expanding educational delivery methods. The Economic Development Strategic Plan (see below) further drills down on these objectives by implementing specific initiatives that foster career pathway development, enhance the regional entrepreneur ecosystem, support work-based learning opportunities, and promote public-private collaborations and partnerships. These efforts are designed to create a strong workforce, sustain job growth, and ensure continued economic vitality in Yavapai County.

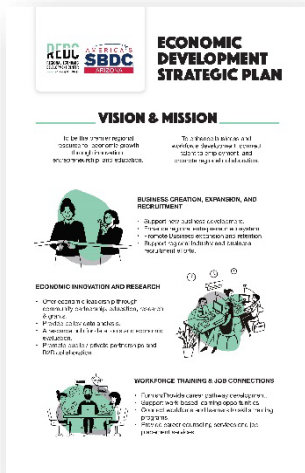


### 2024-2026 ECONOMIC IMPACT

#### The Regional Economic Development Center

Operating since 2013, the REDC leads the College's economic development efforts, acting as an ambassador for workforce training programs and business/industry growth. More information on REDC's mission and services can be found at [ycredc.com](http://ycredc.com).

## Economic Development Strategic Plan 2024-2026



**Mission:** To enrich the quality of life in Yavapai County by fostering business and workforce development, connecting talent to employment, and promoting regional collaboration.

The REDC continues to grow services that are guided by the 2024-26 Economic Development Strategic Plan, focusing on:

1. Business creation, expansion, and recruitment
2. Workforce training & job connections
3. Economic innovation & research

The following information demonstrates the advancement of each of these initiatives.

### Initiative 1: Business Creation, Expansion, & Recruitment

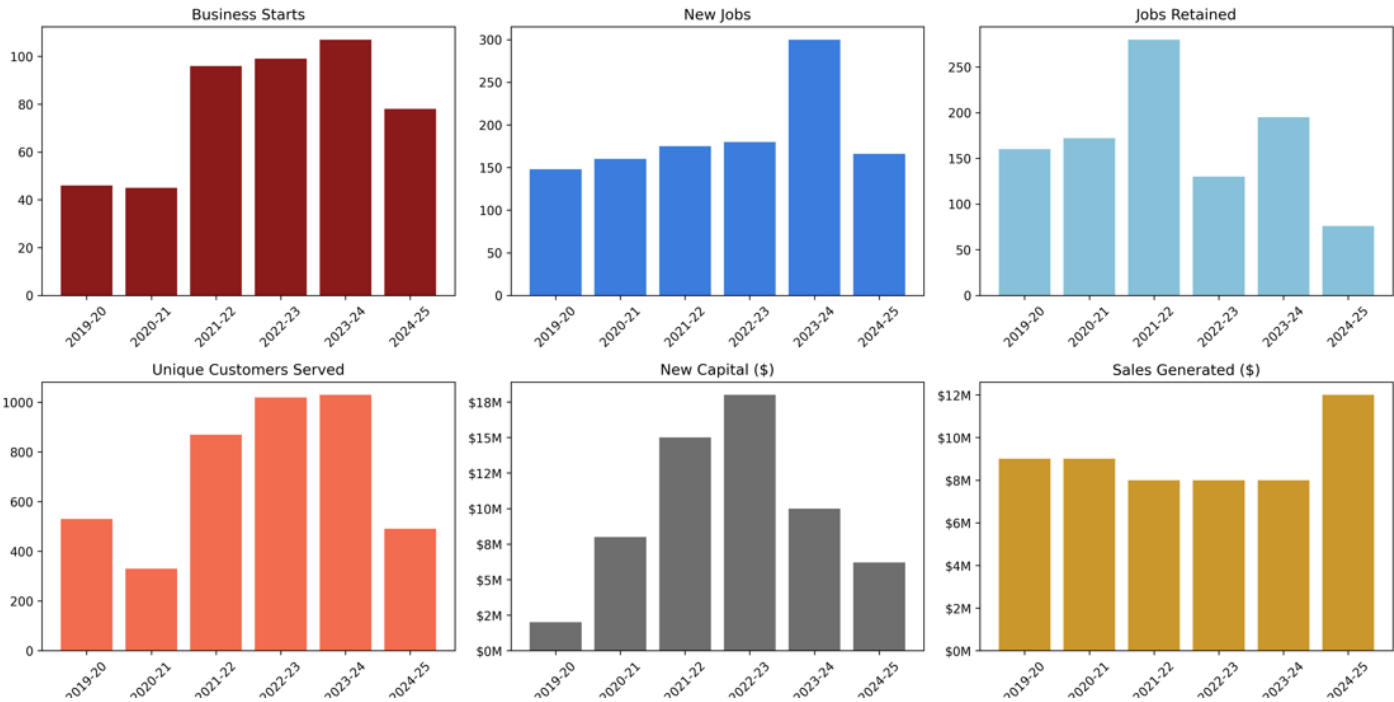
The Small Business Development Center (SBDC), funded by the U.S. Small Business Administration and matched by Yavapai College, provides no-cost, confidential one-on-one guidance and business consulting services and delivers a variety of workshops, training, and resources to assist business owners across the district.

The SBDC team, consisting of a Director, Program Coordinator, and three Business Analysts, serves businesses across Yavapai County at Yavapai College campuses and centers, county libraries, or directly at business locations. It is worth noting that the Yavapai SBDC program no longer has a grant funded analyst position, and unless replaced it will lessen future impact numbers.



In the past federal fiscal year, the SBDC developed and delivered more than 25 business workshops, attracting 472 attendees, and collaborated with the Arizona Commerce Authority's Small Business Bootcamp for state-wide training. The SBDC served **491 clients in over 1600 advising sessions**, supported **78 startups**, creating **166 New Jobs**, leading to **sales increases of \$11.8M**, and facilitated over **\$6.1M in new capital** through various loans, as highlighted in the charts below.

### SBDC Impact Overview (FY20-FY25)



### Initiative 2: Workforce Training & Job Connections

#### Customized Workforce Training:

The REDC supports the delivery of non-credit courses aimed at upskilling or reskilling workers, tailored to specific industry clusters, and emphasizing relevant skill sets sought by employers. We provide flexible delivery, accessible, and efficient courses with professional content, ultimately enhancing both employee earnings and business profitability. Currently, over 132 asynchronous on-demand training courses are available through our website – these are FREE to all local businesses and community members. In direct workforce training for FY2025, the REDC has served **5 businesses** and has trained over **100 learners** by delivering courses that meet their needs for flexibility, ease of access, speed of delivery, and professional content, all to enhance the bottom line (employee wages and business profits). These training courses encompass a range of essential leadership skills, governance, and generated over \$40,000 in tuition.

Workforce Training Results 2024-2025		
Entity	Learners	Revenue

<i>Manufacturing</i>	20	\$8.8K
<i>Government</i>	47	\$24.1K
<i>Public, Private</i>	28	\$9.9K
<i>Total</i>	95	\$42.8K

*Job Connections:*

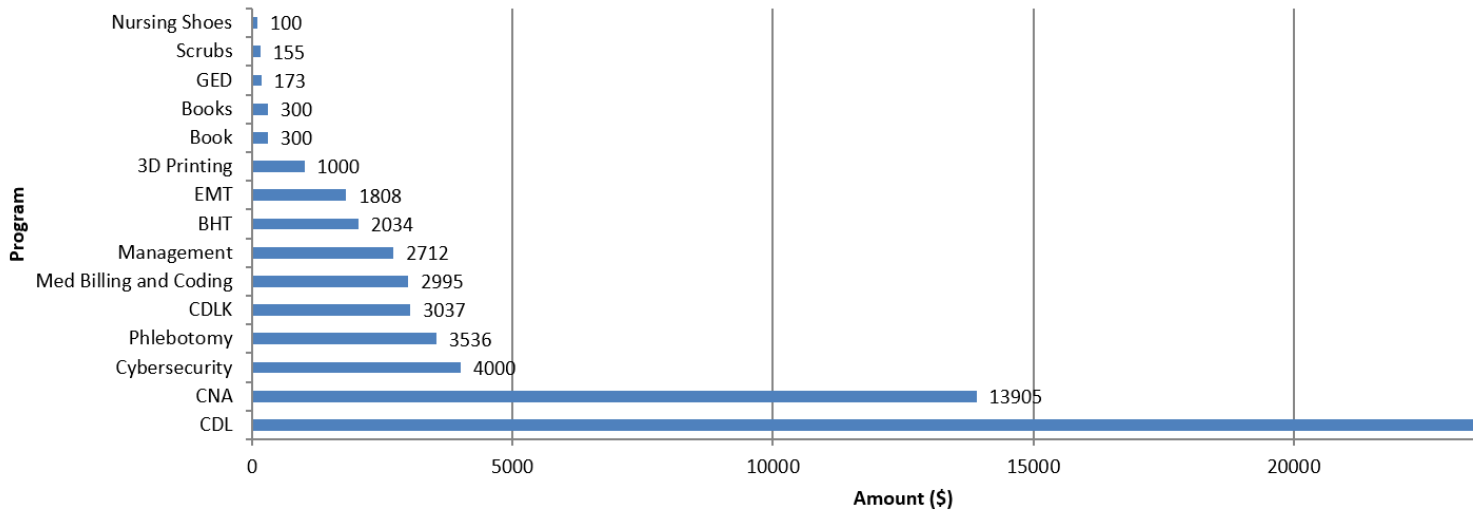
All Career Services and career counseling services are now actively managed through Title I-B services at Yavapai College.

*Title I-B:*

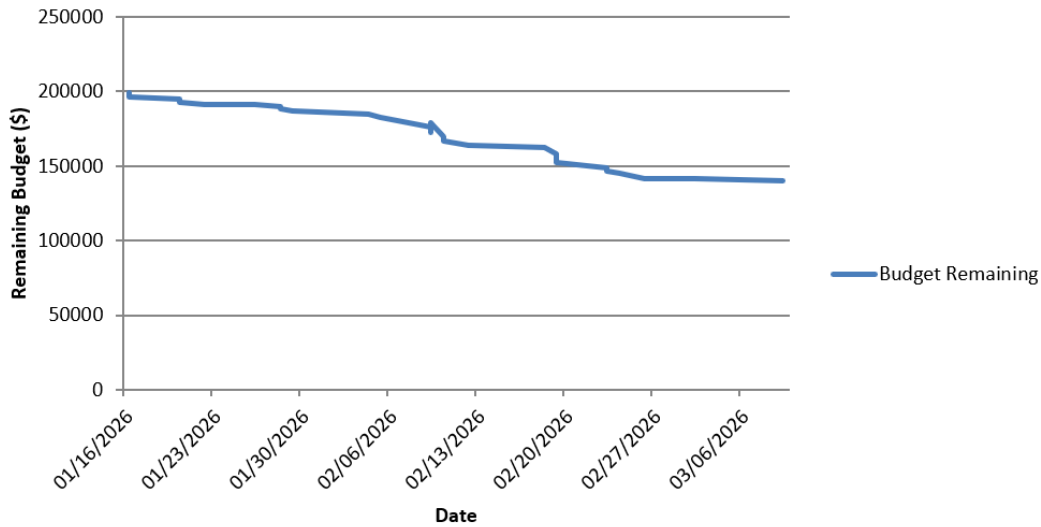
- Since beginning Title I-B workforce operations at Yavapai College, the program has supported individuals in accessing occupational training aligned with regional workforce needs.
- Workforce funding has supported career pathways in healthcare and technology fields while strengthening connections between employers and job seekers across Yavapai County.
  - NOTE: Participant training services under Title I-B began in January 2026 after workforce training funds were released for program use on January 12, 2026.

Initial Budget	Total Spent/Encumbered	Remaining Budget
\$230,000	\$59,794	\$170,206

### Financial Assistance by Program



## Budget Remaining Over Time



## 2026 Chino Valley Job Fair

### Event Summary

Category	Result
Date:	2/27/2026
Location:	Chino Valley High School
Total Employers/Exhibitors:	39
Total Attendees/Job Seekers:	111
Participating Industries:	Healthcare, Education, Behavioral Health, Construction, Government, Retail, Non-Profit, Private Sector, Military, Law Enforcement

### Job Seeker Summary

- 99 Job Seekers Completed Survey at Check-In

Age Range	Percentage
24 & Under:	19.19%
25-34:	11.11%
34-44:	18.18%
45-54:	21.21%
55+:	30.30%

### Job Seeker Education Status

Category	Percentage
High School Diploma/GED:	40.40%
Some College:	11.11%
Vocational/Occupational Skills Certificate:	11.11%
Associate's degree:	16.16%

Bachelor's Degree:	12.12%
Graduate Degree:	9.09%

**Success Stories (Job Fair Data Collection is in Progress)**

- Consumer Direct Care reported that 3 of 4 applications received at the job fair are now in the hiring process.
- Polara Health reported on-the-spot interviews that resulted in 4 Behavioral Health Technician hires.

\*All Job Fairs presented by Yavapai College have been successful.

**Initiative 3: Economic Innovation & Research**

*Economic Opportunities:*

The REDC's Economic & Data Analysis supports the identification of future businesses and jobs, evaluates workforce supply and demand, and identifies resource gaps. In FY2024, the REDC conducted and delivered research on regional economic impact and trends, aiding community and business leaders in making data-driven decisions for robust economic development strategies.

This research, offered both for fee and pro bono, has provided Economic Overviews, Community Profiles, Industry & Wage Analysis, and more, serving the county's municipalities, industry associations, and private businesses.

*Grants:*

In FY2023-24, the REDC's grant writers actively researched, qualified, and submitted high-quality grant proposals totaling **over \$12 million**. As a result, the REDC secured **\$3.35 million in awards** to support workforce development and economic initiatives.

Over the past three years, the REDC has significantly expanded its grant-seeking efforts, submitting nearly \$28 million in applications and securing over \$4.4 million in awards:

- FY2021-22: \$4.08M in applications | \$118K in awards
- FY2022-23: \$9.19M in applications | \$3.12M in awards
- FY2023-24: \$13.78M in applications | \$1.1M in awards
- FY 2024-25: \$12.72M in applications | \$3.35M in awards

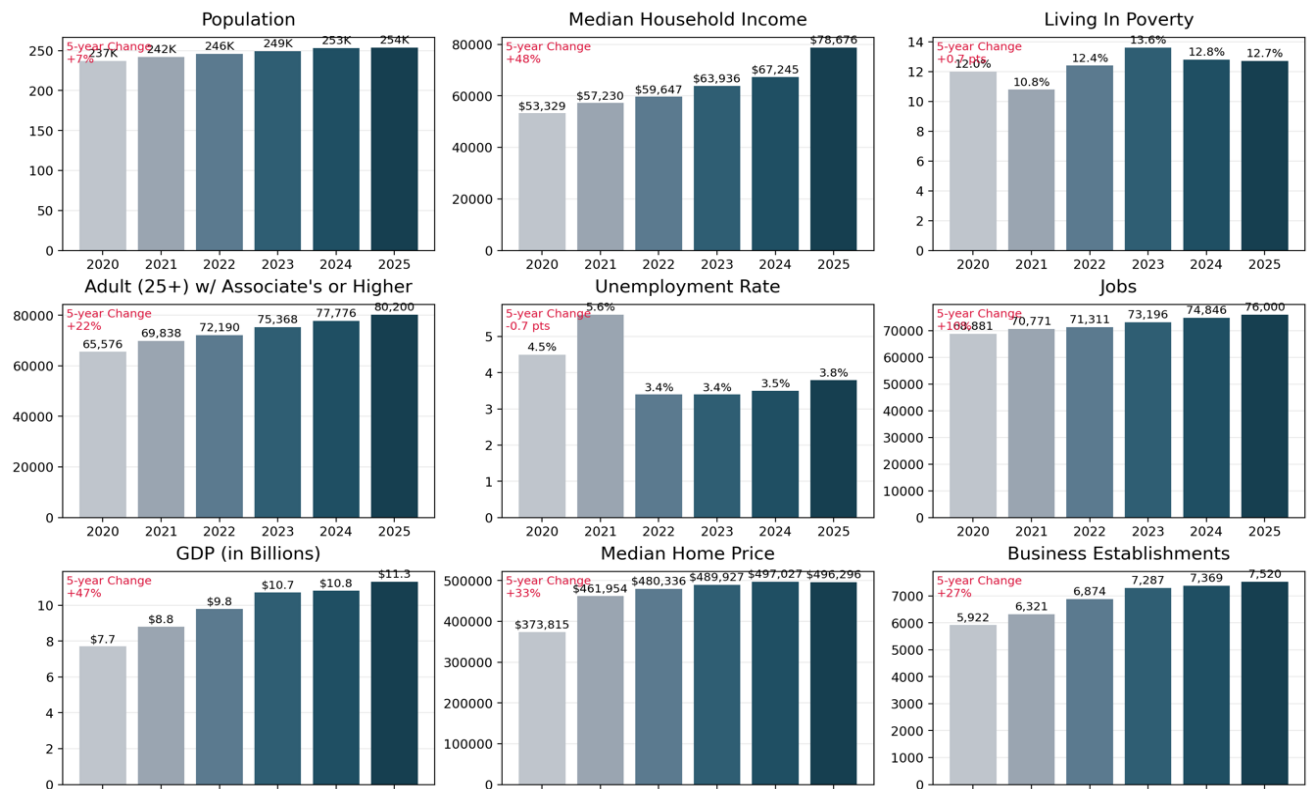
*Promote Public/Private Partnerships:*

The REDC is committed to fostering regional collaboration and partnerships to establish unified economic policies, address challenges, and promote a strong regional brand. This includes leveraging resources to advance economic initiatives and advocate for local, state, and federal alliances, engaging with organizations like the Arizona Commerce Authority, Arizona Association of Economic Development, and various local economic development committees. The REDC also emphasizes building strong, engaged communities to ensure regional sustainability, with efforts focused on educating the public about the value of economic development and fostering trust through outreach activities such as

presentations, publications, media appearances, and participation in national and state conferences. Under the leadership of the District Governing Board and President Rhine, Yavapai College has expanded on the REDC's success by creating the Division of Workforce Innovation, which focuses on customized training, employer-sponsored programs, micro-credentials, self-paced options, experiential opportunities for students, employment preparation, and third-party collaborations.

### Economic Indicators

Over the past five years, Yavapai County has experienced steady economic growth, marked by population increases, rising household incomes, and a strengthening job market. The county has seen improvements in educational attainment, with more residents earning higher degrees, while unemployment has remained low. Business activity has expanded, with a notable increase in establishments contributing to economic vitality. However, the county faces ongoing challenges in affordable housing as home prices continue to rise. Overall, Yavapai County's economic progress underscores its contributions to Arizona's broader success while highlighting the need for continued investment in workforce development and business expansion.



## Priority 3: Community

Yavapai County residents have access to social and cultural opportunities.

### President's Interpretation:

An educated person is exposed to a variety of intellectual, cultural, and social experiences that contribute to their growth and development. Yavapai College provides exposure to the fine and performing arts and other social and cultural events, such as athletics, that prepare individuals to live fully active and engaged lives. As an institution that values developing and maintaining social connections and networks across groups and cultures, Yavapai College serves as a vital gathering place for community engagement and involvement. The college contributes to a robust, engaged, vibrant community in which to live.

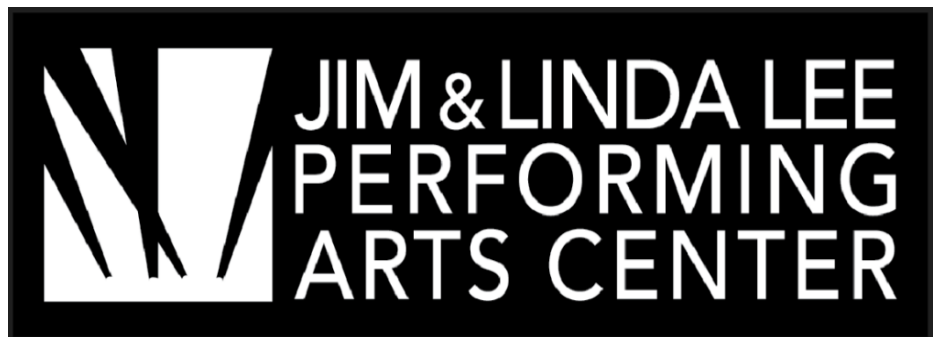
We will know we are compliant when:

- The College routinely offers events that provide exposure to a variety of artistic styles and varied social and cultural experiences that are open to the community
- The College hosts community-wide events

The Yavapai College (YC) electronic calendar documents events for the vast majority of non-academic pursuits at the College, including Traditional Services, Athletics, K-12 Outreach, Community Events, and Public Services ([www.yc.edu/calendar](http://www.yc.edu/calendar)). Though dates may vary somewhat from year to year, the following examples illustrate the numerous social and cultural opportunities Yavapai College provides.

### Performing Arts

- The Jim & Linda Lee Performing Arts Center proudly serves as Yavapai County's premier fine arts venue, delivering diverse, first-class programming that entertains while fostering cultural enrichment and education.



- During the 2025–2026 season, the Jim & Linda Lee Performing Arts Center welcomed an impressive roster of acclaimed artists and productions, including the Glenn Miller Orchestra, Mavis Staples, Frankie Avalon, The Price Is Right Live, and Howie Mandel. Complementing these performances, the Jim & Linda Lee Performing Arts Center expanded audience engagement through its Enhance Your Experience series—curated pre-show, intermission, and post show events designed to deepen the patron experience. Offerings included themed dinners, such as a beach party celebration paired with Frankie Avalon, a traditional Irish meal accompanying Celtic Spells, as well as a Valentine's Day dessert reception and curated whiskey tastings. Family-focused events, including a Nutcracker Tea Party and Trick-or-Treating in the Sculpture Garden, further enriched the Jim & Linda Lee Performing Arts Center's holiday programming.
- Beyond headlining entertainers, the Jim & Linda Lee Performing Arts Center showcased a broad array of cultural and international performances. Mariachi Divas headlined Hispanic Heritage Month, while the internationally acclaimed Ballet Victoria presented both classical and contemporary repertoire. Celtic Spells brought the

traditional music of Ireland and Scotland to local audiences. In partnership with the Family Art Collective, the Jim & Linda Lee Performing Arts Center also hosted a complimentary Sugar Skull painting workshop. Children's creations were displayed in the theatre lobby during a performance of the *Dracula* ballet, with awards presented for the scariest, most unique, and best-in-show designs.

- The Jim & Linda Lee Performing Arts Center continued its partnership with the Metropolitan Opera, streaming live opera broadcasts for local audiences. Productions such as *La Bohème* and *El Último Sueño de Frida y Diego* are among the eight operas featured this season. Another key initiative, CUES! (Curtains Up Educational Series), remains a central part of the Jim & Linda Lee Performing Arts Center's mission. This program brings K–12 students from across Yavapai County to experience one-hour Theatre for Young Audiences productions. By the end of the season, 20 CUES! performances will have been held—thirteen at the Jim & Linda Lee Performing Arts Center, four at the Philip England Center for the Performing Arts in Camp Verde, and three virtual streams to area elementary and homeschool communities. This year's themes included social empathy, cultural engagement, classic literature, and popular children's stories like *The Pout-Pout Fish* and *Pete the Cat*. Generous support from the Forest Fee Management Association, the J.W. Kieckhefer Foundation, and the Yavapai College Foundation makes this program possible each year.



- In addition to its presented season, the Jim & Linda Lee Performing Arts Center serves as a gathering place for numerous Yavapai County nonprofit organizations, hosting galas, concerts, symphonies, and guest speakers. Community partners include the Boys & Girls Club of Central Arizona, Prescott POPS Symphony, Yavapai Symphony Association, and Destiny House Restoration Center.
- Through close collaboration with the Yavapai College Performing Arts Department, Jim & Linda Lee Performing Arts Center also presents musicals and theatrical productions featuring students and local talent. This season included *Sense & Sensibility*, directed by Heather "Scottie" Scott, and *The Sound of Music*, directed by Ben Naasz. The department's new Black Box classroom theatre debuted with *The 25th Annual Putnam County Spelling Bee* (directed by Ben Naasz), which sold out nearly all scheduled performances. The academic season also features several jazz concerts, instrumental concerts, and choral performances led by faculty members Chris Tenney and Michael Carter, highlighting the talents of Yavapai College students at every skill level and featuring popular classical music.
- Today, the Jim & Linda Lee Performing Arts Center is supported by nine full-time staff members, more than 30 part-time employees, and over 50 volunteer ambassador ushers. Many of the part-time team members are Performing Arts students pursuing careers in live entertainment. Through hands-on experience in production, technical theatre, and front-of-house operations, the Jim & Linda Lee Performing Arts Center provides invaluable professional training—equipping students with the skills, experience, and résumé credits needed to thrive in the entertainment industry after graduation.

## YC Center for Learning and Innovation

The Executive Director for the Center for Learning and Innovation offers the highlights from the 2025-26 Academic Year in narrative form. As we continue to bring the CLI-P online and update data tracking methods at the CLI-V, the narrative line of information sharing will become anchored in numbers and success measures. Information provided by Library, Tutoring Services, and Teaching and Learning Services help to round out the story with data collected from the spaces and support service offerings.

### Events

Beginning in Fall 2025, the CLI calendar began to fill with campus teams seeking to use our spaces for events and experiences for faculty, staff and students. Here are some of the highlights.

#### Move In Day, January 5, 2026

The CLI-P team returned from Winter break ready to move into their new home. The Facilities team supported Library, Tutoring Services, and Teaching and Learning Services in the transporting boxes, materials, and technologies across campus.

#### Soft Launch, January 15, 2026

On January 15, the Center for Learning and Innovation–Prescott (CLI-P) officially soft launched, welcoming faculty, staff, and campus partners into the space for the first time. The soft launch provided an opportunity to experience the building as an active learning environment while systems, workflows, and services came online.

Guests explored study rooms, tutoring and library spaces, emerging technology areas, and flexible collaboration zones, seeing firsthand how CLI brings together academic support, faculty development, and innovative learning environments under one roof. The event emphasized use, not just touring, with spaces actively supporting conversations, questions, and early experimentation.

The soft launch marked a key milestone in transitioning CLI-P from construction to operation.



## First Event, Workforce Summit



On February 3, the Workforce Development Summit served as one of the first large-scale activations of the new CLI space, demonstrating how the environment supports collaboration, discussion, and shared analysis. The facilitation of activities was organized by Dr. Megan Hanna with technical and logistical support from ITS and the CLI team. The event brought together leaders, officials, and regional stakeholders in a working session format.

Participants used flexible seating, shared displays, and open collaboration areas to review data, work through regional trends, and engage in small- and large-group conversations. The space supported fluid movement between presentations, table discussions, and informal networking, allowing participants to remain engaged throughout the day.

In November 2025, the College hosted a Workforce Summit that brought together more than 100 participants, including employers, educators, community leaders, and workforce partners from across the region. The event provided an opportunity for participants to share perspectives on current workforce needs, emerging industry trends, and the skills most critical for student and employee success. Discussions throughout the summit emphasized the importance of collaboration between education and industry to ensure programs remain aligned with evolving workforce demands.

Building on this work, the College has initiated a series of six systems-thinking events that will bring stakeholders together over the next 18 months to explore complex regional challenges and identify opportunities for collaborative, forward-looking solutions.

By hosting these events, CLI continues to demonstrate its role as an active convening environment, designed not just for meetings, but for focused, participatory work that brings people together around complex topics.



*Participants at the November 2025 Workforce Summit engage in collaborative discussions on regional workforce needs and industry trends.*

### **Ribbon Cutting, March 27, 2026**

Over 100 people showed up for the CLI-P ribbon cutting ceremony. Community and Educational leaders, Members of the Media, and Elected officials joined President Rhine and Yavapai College in officially launching our latest building. Easily one of the most technologically advanced spaces in not only Yavapai County, but among colleges across the nation. Boasting over 1200 devices and hundreds of data drops, this modern marvel was built with the future in mind. The largest technology project of the college's undertaking was designed, developed, and implemented through cross-college collaborations between facilities, IT, and CLI staff.



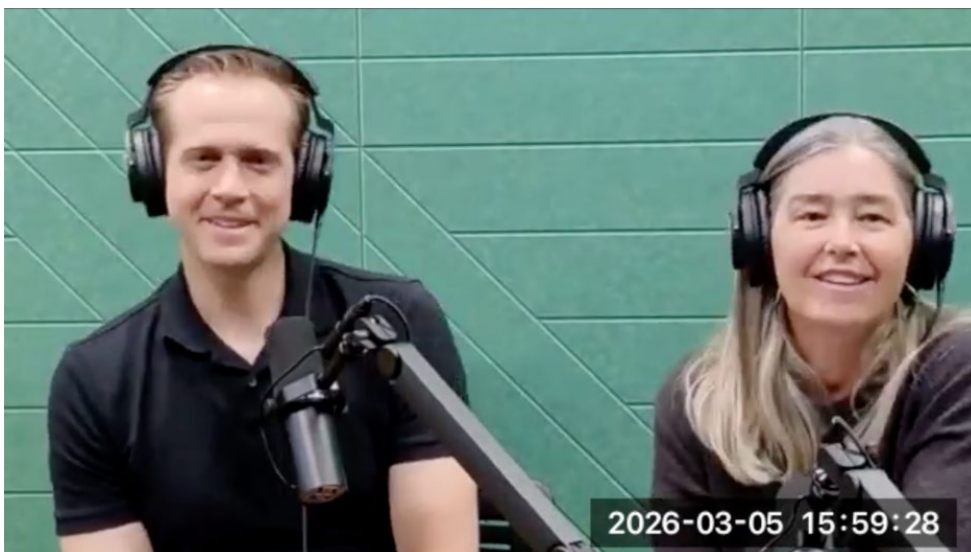
## Immersive Learning Lab



The Immersive Learning Lab at the CLI-P is an example of the type of innovative spaces created by the IT and CLI teams designed to be functional and flexible. The ILL can house immersive learning experiences, media-based gallery walks, demos and workshops, and a zoom capable meeting space.

TLS and Library Academic Services coordinate with faculty subject matter experts to develop technology-based experiences that deepen the student experience.

## Voice & Video Capture Studios



On March 5, 2026, the CLI – Prescott hosted our first official recording in the Voice Capture Studio. Language faculty Curtis Kleinman and Beth Van Oss ‘upgraded’ their podcast series. These innovative and caring instructors have moved the production of their Spanish Podcast to our Voice Capture Studio. The instructors were introduced to the studio and received some training on the how to’s of the space. It was a fun and easy production.

### Digital Development Studio



The Digital Development Studio at CLI-Prescott provides access to professional-grade workstations and technology for creating advanced digital content. Equipped with powerful computers, multiple large monitors, 3D printing capabilities, and collaborative screen-sharing technology, this studio is designed for students and faculty working on complex projects that require specialized software and hardware.

### Experience Design

Teams of Instructional Designers, Educational Technologists, IT Specialists, and Subject Matter Experts come together to support excellence in design and delivery of content to our learners. The spaces in the CLI-P and CLI-V offer opportunities for faculty to bring innovative and engaging content to their classroom, both in person and online. Working with our internal experts in TLS, Library, Tutoring, and ITS, faculty can provide the needed subject matter expertise while our experts in technology offer their skills and knowledge in the tools and techniques available through our innovative spaces.

## **New Support Position**

In April we hired a Specialist, Immersive Media & Learning Technologies. This person serves as the primary technical expert and student support specialist for cutting-edge learning spaces and multimedia production spaces. This position provides hands-on support to students, faculty, and the community, develops engaging media content, and explores emerging technologies to enhance experiential learning across the Immersive Theater, VR lab, development studio, and multimedia production environments. The Specialist works collaboratively with the Library and Tutoring Information Technology Specialist, Teaching & Learning Services staff, and the part-time Immersive Technology & Marketing staff member, and exercises independent judgment in daily operations while consulting with the Director on strategic decisions, technology investments, and initiatives that require alignment with departmental priorities.

## **Professional Development**

The CLI houses our Teaching and Learning staff, experts in training opportunities for our faculty. With technology and artificial intelligence disrupting education and the workforce, it is important for the college to provide plenty of learning experiences to upskill our faculty to enhance their effectiveness as educators.

In March, The CLI launched the First Friday Faculty Professional Development Workshop Series. The inaugural presentation, titled 'Leaning into AI', was hosted at the Center for Learning Innovation, Prescott and was attended virtually by remote participants.

The [series is hosted on our Panopto platform and available for on-demand viewing](#).

# FIRST FRIDAY FACULTY PROFESSIONAL DEVELOPMENT WORKSHOP AT THE CLI



CENTER FOR  
LEARNING &  
INNOVATION  
PRESCOTT



Laura Cline is full-time faculty and English Department Chair



Joan Fisher is adjunct faculty and a retired YC Dean

## Leaning Into AI

With Laura Cline & Joan Fisher

Learn about how designing courses with artificial intelligence in mind can reduce anxiety for students and faculty. Laura Cline and Joan Fisher will share their experiences incorporating tools and techniques that acknowledge our current educational reality.

### Date/Time:

Friday, 6 March 2026

12:30 AM - 1:30 PM

### Location:

CLI-Prescott  
Discovery Classroom  
Bldg 19 Room 202



CLI-Verde Valley  
Experimental Classroom  
Bldg M Room 112



Join the Zoom Session:  
<https://tinyurl.com/5n6renk9>

Register for Webinar:  
<https://tinyurl.com/3svs6pk4>  
Registration is Helpful but Optional

If you are interested in presenting during a First Friday session, please fill out our interest form by scanning the QR Code



## Academic Support and Learning Technologies

### Library and Tutoring Services

In August 2024, Tutoring Services was placed under the administrative oversight of Library Services, marking the beginning of a more unified approach to academic support at Yavapai College. Both are shown underneath this new umbrella of Academic Support and Learning Technologies to reflect the growing integration of services that support student learning, including emerging learning technologies and academic support resources.

### Academic Success Orientation Microcredential



The Academic Success Orientation Microcredential, developed collaboratively by Tutoring Services, the Library, and TLS, was offered with great success in both the fall and spring semesters. Students could participate through multiple pathways, including in-person sessions at the Prescott Campus, the Verde Valley Campus, and via Zoom, as well as through a fully asynchronous version available for online students via Canvas.

The orientation covered essential skills and resources for academic success, including time management, Turnitin, AI, and how to access digital research tools and course-support equipment. Students were able to enroll themselves at any time, and faculty were encouraged to promote the sessions as extra credit or course assignments.

Participation reflected a healthy mix of experience levels, with 56% of attendees being new students and 44% returning students — indicating that the orientation holds value across the full student lifecycle. Notably, 54% of participants were enrolled in 8-week classes, affirming the orientation's role in supporting students as they navigate the demands of the accelerated format.

The response from participants spoke for itself:

*"Time Management has to be one of the most invaluable skills ever ever ever! The resources for students from tutoring, databases, and places to study and get tutors on/off campus via Zoom is so awesome. Well done, I'm so excited and impressed!!!"* – Catherine

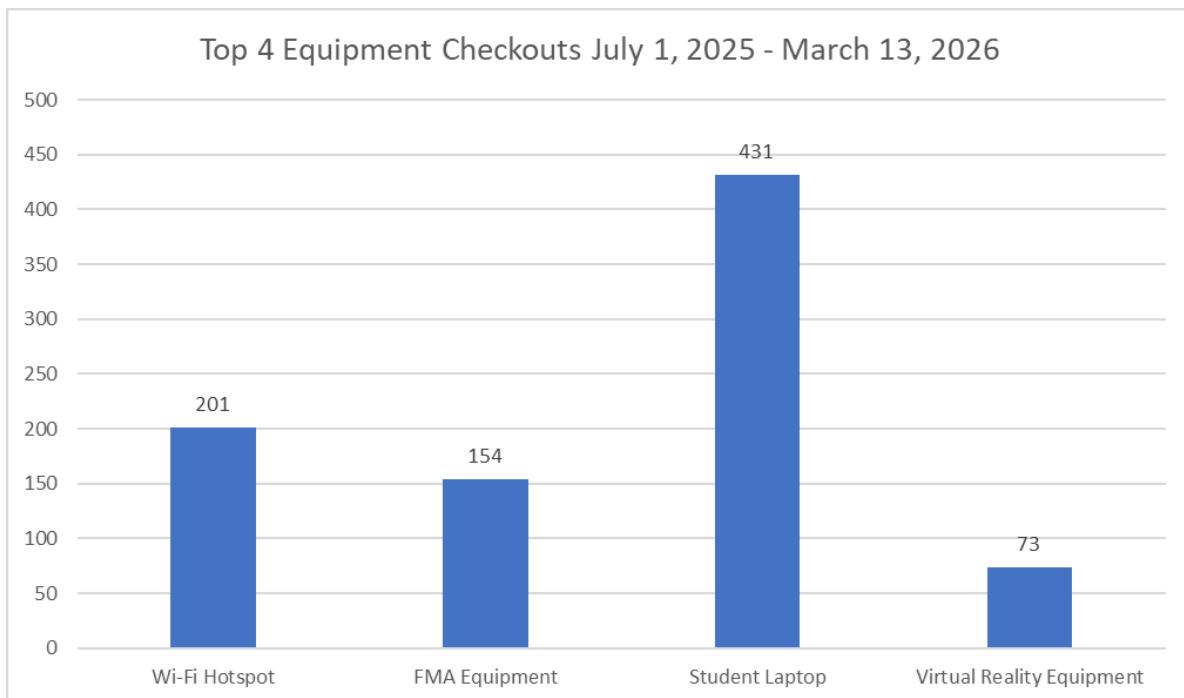
*"This was so helpful, I wish I had taken this before becoming an online student. I've managed to bumble my way through a lot, but these resources will empower me more than I can express. Even beyond YC perhaps at NAU where I will go next for my bachelor's when I finish YC in the spring."* – Michaela

## Equipment Checkouts



The Library continued to serve as a key access point for student and staff success through its equipment checkout program, directly supporting the YC pillar of delivery. This year, the Library provided 431 laptop checkouts and 201 Wi-Fi hotspot checkouts, ensuring students and staff had the tools needed to complete coursework and engage fully in online and hybrid learning environments.

Beyond general computing needs, the program expanded to support specialized academic work. The Library partnered with the Film, Media, and Arts (FMA) program by storing and managing equipment checkouts for FMA students, providing hands-on access to the tools their coursework demands. Virtual reality equipment was also made available to support the creation of immersive learning materials and to enhance classroom experiences.



## Advancing Open Educational Resources at Yavapai College



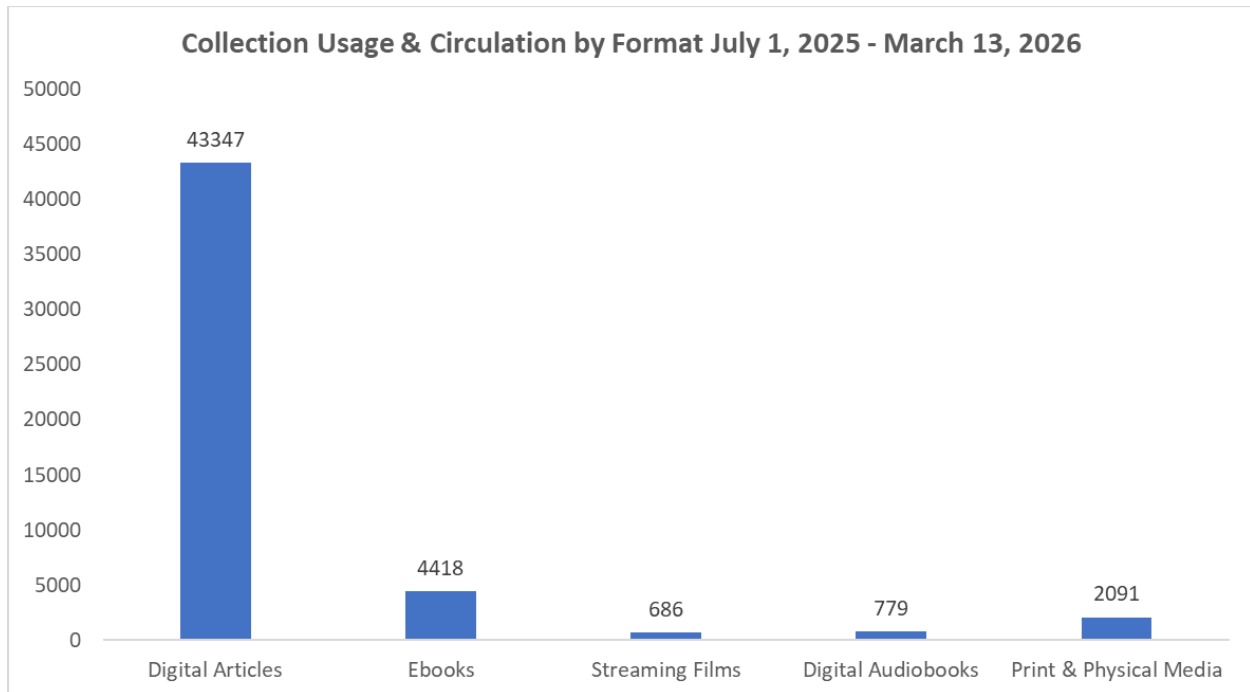
Since July 1, 2025, the Library at Yavapai College has made significant advancements in Open Educational Resources (OER), launching 21 new OER courses and developing an additional 19 for the upcoming academic year. This initiative, in collaboration with faculty and TLS, emphasizes long-term affordability and accessibility while closely aligning with student learning outcomes. Additionally, the Library has been pivotal in shaping the Bachelor's degree in Public Safety Administration by prioritizing openly licensed, no-cost materials, ensuring students can access high-quality resources without the financial burden of traditional textbooks. This strategic focus enhances both educational equity and student success.

Furthermore, the library is pioneering innovative methods for OER creation here at the college, including an AI-supported tool that assists faculty in developing customized textbooks. This resource will allow instructors to tailor content to reflect Yavapai College's diverse student population and to incorporate locally relevant examples that enhance engagement and learning.

Engagement across the campus community remains a key priority. In early March, the library and open education committee collaborated with the Student Government Association (SGA) to host a successful Open Education Week at both the Prescott and Verde Valley campuses. The event witnessed enthusiastic participation over four days on both the Verde Valley and Prescott campuses, with over 50 students providing feedback on how OER and textbook cost savings have positively influenced their academic journeys and personal lives. Students also shared their personal stories about why they wanted OER materials to be used in their courses. 32 students mentioned financial relief and/or cost savings, while 15 mentioned using the savings to cover basic living expenses. One student wrote, "As a student-athlete, part-time worker, I want OER so that I can buy healthier food!" while another stated, "As a student, I want OER so that I can buy plane tickets to see my mom in Oregon."

Collectively, these initiatives underscore the library's commitment to affordability, innovation, and student success throughout the institution. The library continues to position OER as a foundational strategy to broaden access, foster faculty creativity, and deliver a more personalized and equitable learning experience for all students.

## Collection Usage & Circulation by Format



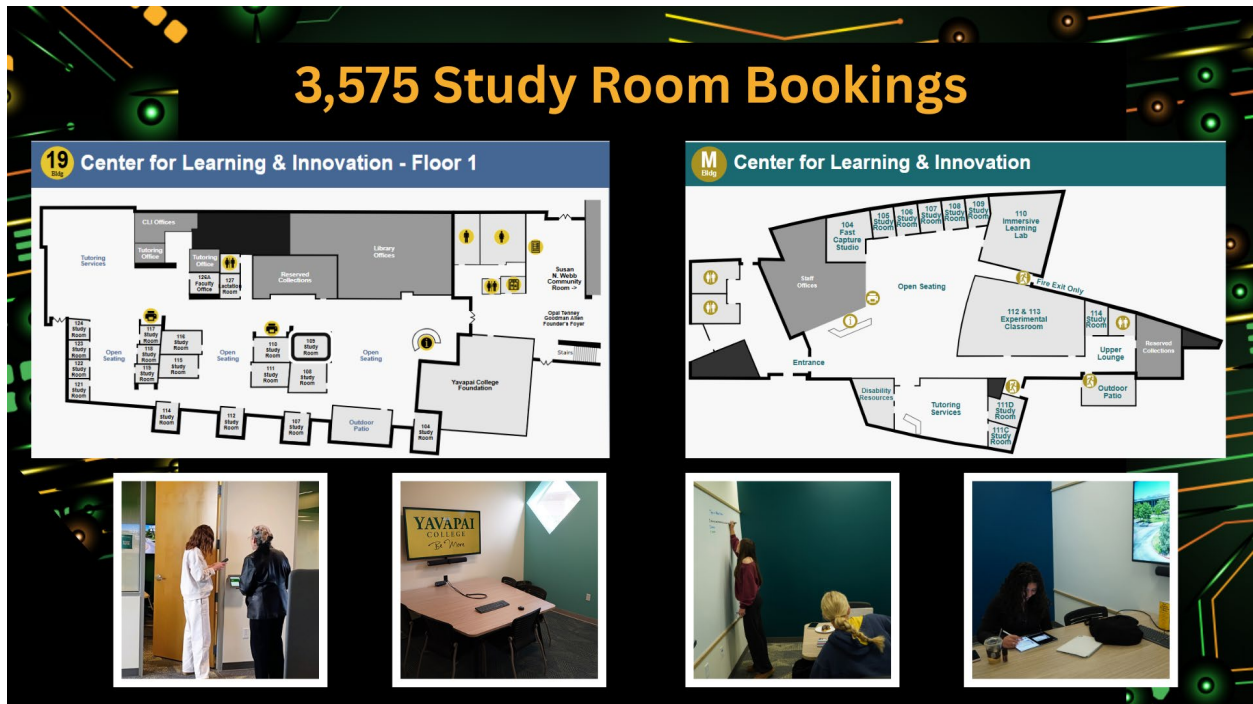
The library continued to expand and diversify its collections this year, ensuring students have access to a broad range of materials to support their academic work.

A significant addition this year was the CINAHL database, a comprehensive resource for nursing and allied health literature. CINAHL was added specifically to better support students in the Registered Nursing and Bachelor of Science in Nursing programs, providing access to the specialized, evidence-based content that upper-division health science coursework demands.

The library also continued its participation in the Yavapai Library Network, connecting students to a shared collection of over one million books, DVDs, audiobooks, and digital items across the network. This partnership extends the library's collections far beyond what a single institution could provide, giving students access to an expansive range of materials at no additional cost.

In support of the college's commitment to open educational resources, the library expanded its offerings by adding additional OER databases this year. These resources help reduce the financial burden on students by providing free, high-quality academic content that faculty can incorporate directly into their courses.

## Study Room Usage



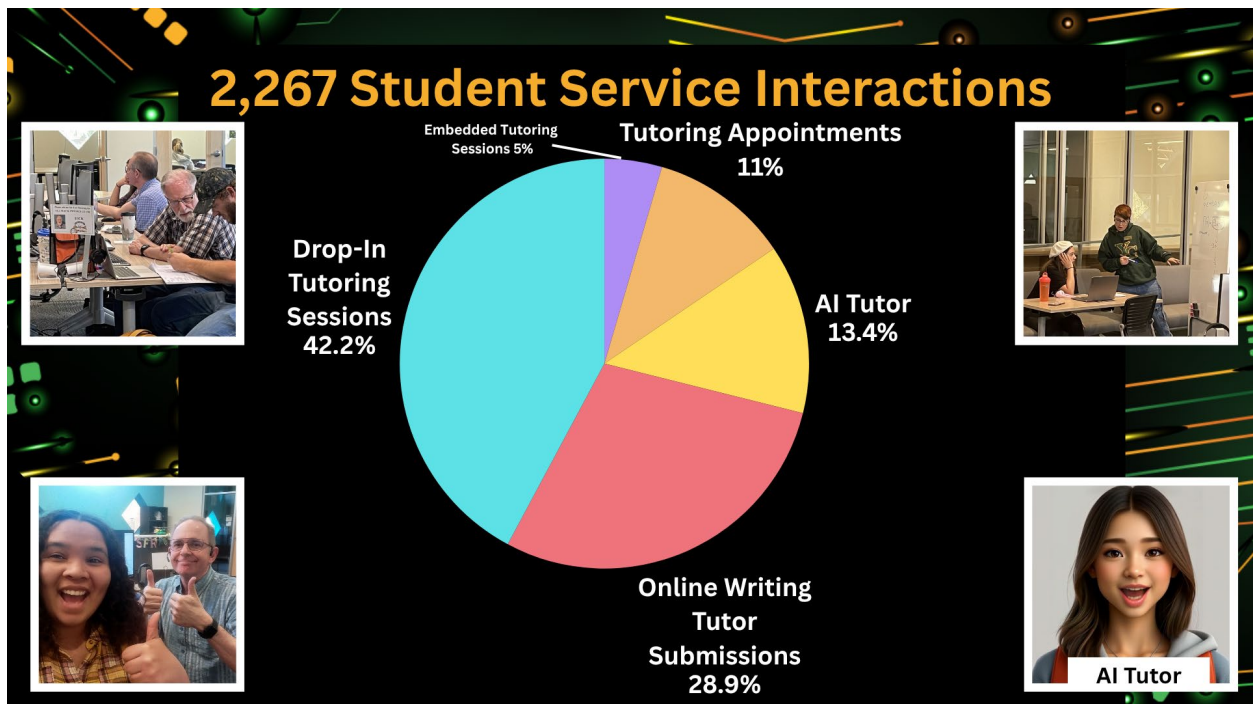
Study rooms remain one of the most heavily used resources available through the Library, Tutoring Services, and the Center for Learning and Innovation, with 3,575 room bookings to date. Demand was already high at the Verde Valley CLI and across the Prescott Library and Tutoring Services locations, and when the Prescott Library and Tutoring Services moved into the new CLI facility, bringing additional rooms online, usage climbed even higher. Students at both the Prescott and Verde Valley campuses have taken full advantage of dedicated spaces designed to support focused individual work and group collaboration.

The study room booking system received a significant upgrade this year. Students can now view an interactive floor map to identify available spaces and reserve a room from home up to two weeks in advance, making it easier than ever to plan around busy schedules. The new CLI facilities brought expanded options as well, with some rooms large enough to accommodate groups of up to 11 people alongside quieter individual study spaces. Each room is equipped to support a variety of work styles, allowing students to connect their own laptop, use the in-room computer, or work through ideas on a whiteboard.

Community patrons are also welcome to use study spaces on a first-come, first-served basis, provided availability does not conflict with student use, extending the CLI's commitment to serving the broader community.

The response from students has been enthusiastic. The spacious new rooms have drawn consistent use, and several campus organizations have made them a regular part of their weekly routines.

## Students Served Through Tutoring



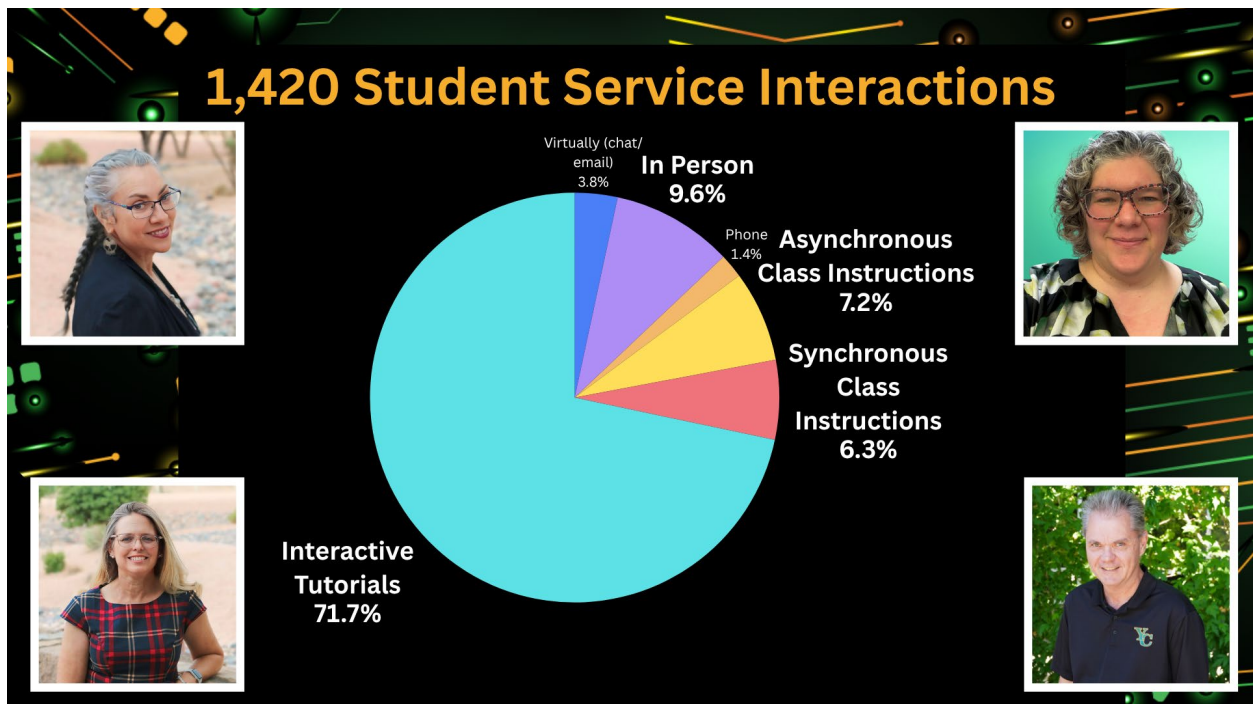
Tutoring Services continued to expand its offerings this year, deepening support for students across a growing range of academic needs. New tutoring appointments were added in writing, radiology, Microsoft Office, Canvas, and select biology courses, ensuring students have access to targeted, subject-specific assistance.

This year also marked the certification of two staff members as academic coaches. Academic coaching is a free service designed to help students build the habits and strategies that make college work for them. Coaches work with students on time management, study skills, note-taking, motivation, and other foundational practices that support long-term academic success.

To support the growing demand created by Yavapai College's newly developed bachelor's degree programs, Tutoring Services launched a pilot of a 24/7 third-party tutoring platform, extending access to students beyond traditional service hours.

Tutoring Services also continued the in-house development and pilot of S.O.P.H.I.E., an AI tutor built specifically for YC students. Early results have been highly encouraging. Student comfort with AI-assisted learning has increased measurably, and participants indicated they would recommend having an AI tutor available in their other courses as well. These findings reflect a growing student openness to AI-enhanced academic support and affirm the value of expanding access in new directions.

## Students Served Through Reference and Digital Literacy Services

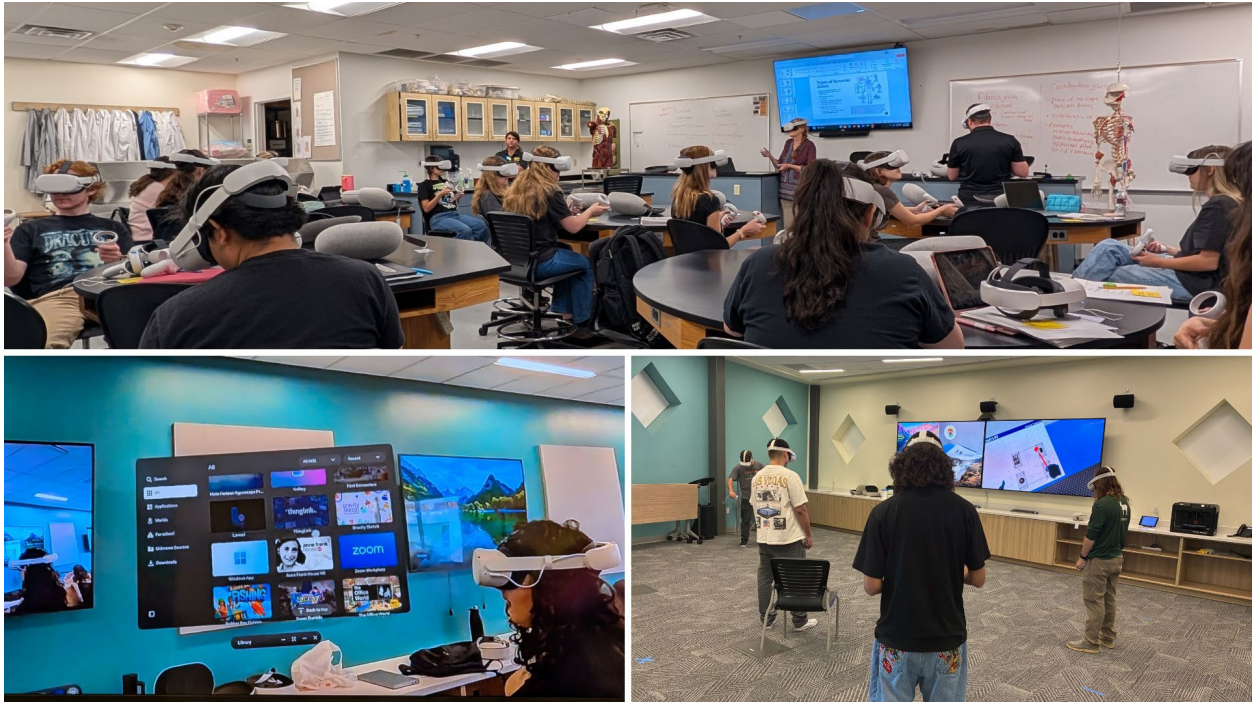


As Yavapai College's online presence continues to grow, the Library has prioritized meeting students where they are. Librarians provide reference and research support across multiple formats, ensuring students can access expert assistance in the way that works best for them.

A significant focus this year has been the ongoing creation and updating of interactive tutorials designed to deliver instruction at the point of need. These just-in-time resources allow students to develop research, information literacy, and digital literacy skills when and where those skills are most relevant to their coursework — without requiring a scheduled session or campus visit.

This effort has been particularly timely given the launch of Yavapai College's newly developed online bachelor's degree programs. Librarians have directed considerable attention toward building resources tailored to the elevated research demands of upper-division coursework, ensuring that students in these programs have the digital literacy foundation they need to succeed at the baccalaureate level.

## Immersive Learning Sessions



We continued to expand the immersive learning program this year, partnering with faculty across a wide range of disciplines to bring virtual reality experiences into the classroom and beyond. From the sciences to the humanities, students engaged with course content in ways that traditional instruction alone cannot replicate.

Biology students participated in virtual reality experiences that brought complex concepts to life, while theater students had the unique opportunity to converse with a custom AI-powered virtual Shakespeare character. The HVAC program made regular use of the Transfer VR headsets throughout the year, and CTEC faculty integrated a virtual reality experience focused on developing student communication and problem-solving skills. The EMS program conducted a mass casualty simulation, giving students a high-stakes, immersive environment to practice critical response skills. Political science and history students explored the White House, interacted with custom AI historical figures, and traveled back in time through 360-degree historical environments.

These experiences reflect our ongoing commitment to reaching faculty with innovative tools and introducing students to immersive learning opportunities that deepen engagement and improve outcomes. As the new Center for Learning and Innovation at the Prescott Campus continues to grow as a hub for this work, outreach to faculty remains a priority, ensuring that more students across more disciplines have access to these transformative learning experiences.

YAVAPAI COLLEGE LIBRARY PRESENTS

# THE DISTINGUISHED GUEST LECTURE SERIES

October 13      November 3      November 17



**Aderemi Adedokun, PhD.**  
Navigating Through  
Prevailing Induced  
Inflation by Purposeful  
Spending

**Michael Moghtader, PhD**  
Environmental  
Literacy

**Lisa Young, PhD.**  
Future-Proof Learning:  
How Openness Turns  
Disruption into  
Opportunity

**Prescott Campus**  
**12:30 pm - 1:30 pm**  
**Building 3, Room 119**

All lectures are free and open to the public.  
No registration necessary.  
All lectures are recorded & placed on the library's webpage.  
[www.yc.edu/library](http://www.yc.edu/library)

The Library hosted its Distinguished Guest Lecture Series in the fall, bringing experts from a range of fields to the Prescott Campus for free, public lectures held in Building 3, Room 119. Sessions ran from 12:30 to 1:30 pm and required no registration, reflecting the Library's commitment to making learning accessible to the broader community.

Fall presenters included Aderemi Adedokun, PhD, who spoke on navigating inflation through purposeful spending; Michael Moghtader, PhD, whose session focused on environmental literacy; and Lisa Young, PhD, who addressed future-proof learning and how openness can transform disruption into opportunity.

All lectures are recorded and will be made available on the Library's webpage at the conclusion of the spring semester, ensuring that community members throughout the region can access and benefit from these presentations at any time.

## Teaching and Learning Services

### Supporting New Program Development

Planning and development for new programs is underway for the current and coming years. The [TLS team](#) has created development processes that clarify expectations so that college leaders can optimize resources, achieve college goals and continue to deliver the highest quality education for students.

#### Launch of BSCS in FA2025

Our team efficiently managed collaboration with 6 Subject Matter Experts (SMEs) from the Computer Science department to build course maps, write course content in Course Development Guides, and develop them in Canvas to deploy 3 courses in the fall of 2025 and 3 courses in the current spring term to debut the BS Computer Science program in accelerated 6-month timeframes. The industry average for a comprehensive course build involving SMEs and Instructional Designers typically spans 9 to 12 months. Every course underwent full instructional design and quality assurance to meet the YC Essential Design Standards, ensuring they were student-ready on day one. There are 7 more courses in design & development for the 2026-2027 school year.

#### New Baccalaureates for FA2026

##### B.Design

- 6 courses in design and development for fall 2026
- 10 courses planned for spring 2027

##### BAS-PSA

- 4 courses in design and development for fall 2026
- 4 courses planned for spring 2027
- 2 courses planned for summer 2027

#### New Degree and Certificate Programs

##### AAS Integrative Health

- 16 courses planned for spring 2027
- 6 courses planned for summer 2027
- 3 courses planned for fall 2027
- 3 courses planned for spring 2028

##### AI and Machine Learning Certificate

- 1 course planned for fall 2026
- 4 courses planned for spring 2027

##### Diagnostic Medical Sonography

- 12 new courses planned for spring 2027

## Robotics Certificate

- 3 new courses and 3 course redesigns planned for fall 2026

## PEP – Prison Education Program

The PEP recently achieved approval from the DOE and is moving forward with an anticipated launch date of spring 2027.

- 4 courses planned for spring 2027
- ~40 courses planned for PEP in future

## OER Course Design and Development



Our instructional designers shepherded 17 OER (Open Educational Resources) based courses to completion for fall 2025 and 7 for spring 2026, and are working with faculty on 15 more for fall 2026, all supporting the college strategic initiative to lower costs for students.

## Professional Development

[Professional development](#) has always been core to the TLS mission. We conduct these in both formal scheduled sessions as well as by request, responding to the needs of programs and individual users. This year we again organized 2 major college teaching and learning events, Momentum Day and our 21<sup>st</sup> Annual Summer Institute. We continue to facilitate online courses for faculty in OER, Course Mapping, Online Teaching, Canvas Readiness, and Accessibility, which was an especially big effort this year and is detailed in another section of this report. Our expertise and faculty relationships enable us to create amazing opportunities for colleagues across the institution.



Notable:

- 100+ individual and group PDs provided
- 3 First Friday Faculty Professional Development Workshop Series events
- 4 New full-time faculty PDs
- 20 faculty enrolled in TEACH Online course

## Momentum Day

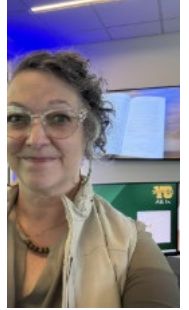
This year's event on February 27 was attended by 85 faculty members, who enjoyed news and information from college leaders, and a morning of collegial professional development activity. The group divided into 3 groups who learning and deepened knowledge supporting 8-week course preparation: course mapping, rigor and hybrid delivery. Additional resources were provided for ongoing support. This event supports the Elev8 with 8 initiative.

## Summer Institute 2026

The 21<sup>st</sup> Summer Institute will take place in-person at the CLI-P on May 14<sup>th</sup>. We expect ~100 faculty and staff to attend, and all employees are invited to submit training, workshop, special meetings, and round-table discussion session proposals; this usually yields ~35 sessions. An inspiring keynote will be delivered by a TBD learning professional.

### TLS Leads Instructional Content Accessibility Progress Toward WCAG 2.1AA (April 24, 2026)

TLS Instructional Designer Cheryl Colan is leading Yavapai College's instructional content accessibility effort to support alignment with WCAG 2.1 Level AA ahead of the April 24, 2026 federal deadline. Accessibility support includes scaling training, guiding course review, prioritizing remediation of materials students must access now, and building sustainable "fix-forward" practices for new and updated content.



- 86 Faculty / Staff earned the Accessibility 101 Micro-Credential
- 10 Group training sessions offered
- 19 1:1 30-minute consultations

From the end of Fall 2025 to Spring 2026 (all terms as of 3/26/26), TLS tracked the following **increases** in accessibility work in Canvas courses:

- 592% more content issues fixed
- 1,749% more content issues resolved
- 1,091% more files remediated
- 347% more files reviewed

### Introducing the YC Captioning Coach GPT

We're excited to highlight a fantastic accomplishment by the TLS department. Cheryl Colan developed the YC Captioning Coach GPT, a tool designed to help our faculty and staff improve captions for instructional videos. This inventive AI solution streamlines the captioning process and supports our Title II compliance efforts, making it easier to create accessible videos for our students. The Captioning Coach helps the human in the loop transform auto-generated captions into accurate and readable formats quickly. She's ready to help at [bit.ly/captioning-coach](https://bit.ly/captioning-coach), and we'd love to improve her with your feedback.



## Microcredentials



Yavapai College has actively participated in the Micro and Milestone Community of Action for the Arizona Learning Mobility Collaborative. We have taken a leadership role in drafting guidelines and toolkits for the implementation of microcredentialing initiatives in colleges and universities statewide.

The Microcredential committee has developed and launched YCs microcredential taxonomy, digital badge design, microcredential handbook, and new microcredential proposal process.

During our first year of issuing microcredentials we have developed 55 digital badges and awarded 1,490 badges to 865 learners including:

- Professional Productivity Solutions (42 awarded)
- From the YC School of Business; will be piloted in CTEC programs in the future as part of a cross-departmental partnership.
- Academic Success (54 awarded)
- Piloted this year and will be incorporated into the Yavapai Experience for YC students next academic year.
- Authentic Leadership (42 awarded)
- Professional Development from human resources for developing leaders at YC.
- Accessibility 101 (86 awarded – also noted in accessibility section)
- Professional Development for YC faculty to help meet course accessibility requirements.

We will be launching additional microcredential pathways for students in Fall 2026 including:

- Unbundling the new Bachelor of Design degree into 3-5 microcredentials.
- Essential Skills microcredentials connecting Gen-Ed curriculum to NACE Career Competency Skills to help learners identify employable skills in general education curriculum.

## Student and Faculty Support

The [Teaching and Learning Services](#) department provides direct support for our students and faculty. Staff respond to a very wide range of requests on demand and through our request channels. Notable among these is support for over 250 statewide community learners taking REDC, FSC, and Phlebotomy for Law Enforcement courses.

We take pride in knowing even the seemingly small direct support we do every day keeps our students enrolled and on track for success.



## Literary Southwest

The Literary Southwest partnered with Yavapai College's Riders Read common read program to bring one of the year's most anticipated cultural events to Yavapai College and the broader community. The Literary Southwest brings readings and conversations with distinguished writers from the West and beyond, featuring distinctive voices, diverse backgrounds, and multiple genres.

This year's Riders Read selection is *Diaries of War: Two Visual Accounts from Ukraine and Russia* by award-winning author and artist Nora Krug. The book chronicles two contrasting perspectives on Russia's invasion of Ukraine through illustrated accounts drawn from a year of correspondence with a Ukrainian journalist and a Russian artist, both navigating the realities of war from opposite sides of the border. The theme guiding this year's common read is "Witness" — a call to pay attention, to refuse to look away, and to carry stories forward as an act of moral engagement and collective memory.

Nora Krug will visit the Prescott Campus on April 3, 2026, for an evening that includes an informal meeting with students at 3:00 pm, a reception at 6:00 pm, and an on-stage conversation with readings and audience Q&A at 7:00 pm. The evening will also feature an immersive experience in the new YMAX theater, with narration provided by Dr. Irina Del Genio, Dean of Verde Valley Campus Administration. Krug is a recipient of the National Book Critics Circle Award and a Guggenheim Fellow, and her work has been recognized by the New York Times, NPR, The Guardian, and many others.

The event is free and open to the public.

The BOYD TENNEY LIBRARY presents

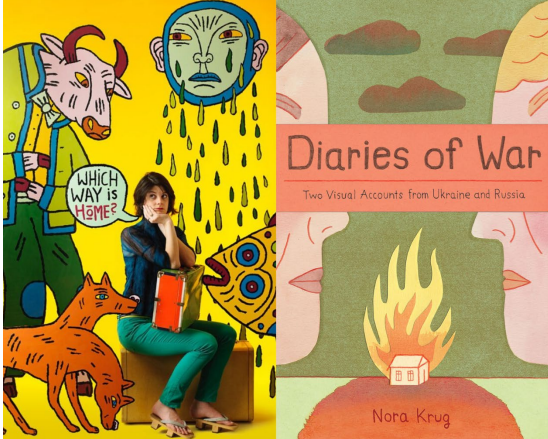
# An Evening With Nora Krug

at The Center for Learning and Innovation  
Yavapai College 1100 E. Sheldon St. Prescott, AZ 86301

**The Literary Southwest**  
Readings and Conversations with the Finest Writers in the West and Beyond

CENTER FOR LEARNING & INNOVATION

Author of *Riders Read* book of the year. **Book Reading and Q & A**



**Diaries of War**  
Two Visual Accounts from Ukraine and Russia


**Apr 3, 2026**  
3:00 PM to 8:00 PM

Building 19  
2<sup>nd</sup> Floor  
Discovery Room 201

**Event Schedule:**  
3:00 PM - Informal Meeting with Students  
6:00 PM - Reception  
7:00 PM - On Stage Conversation with Readings Followed by Audience Q & A

Yavapai COLLEGE

Scan QR Code to Register Today!  
Or Visit [www.yc.edu/cli](http://www.yc.edu/cli) > Events in the CLI



## Art Galleries

- Yavapai College's two art galleries on the Prescott and Verde campuses serve as dynamic hubs for artistic expression, community connection, and student success. Together, they present 14 annual exhibitions that showcase student and faculty work alongside regional, national, and international artists to support high-quality instruction, economic opportunities, professional contacts and sense of belonging within the broader Yavapai County community.



### YC Prescott Art Gallery

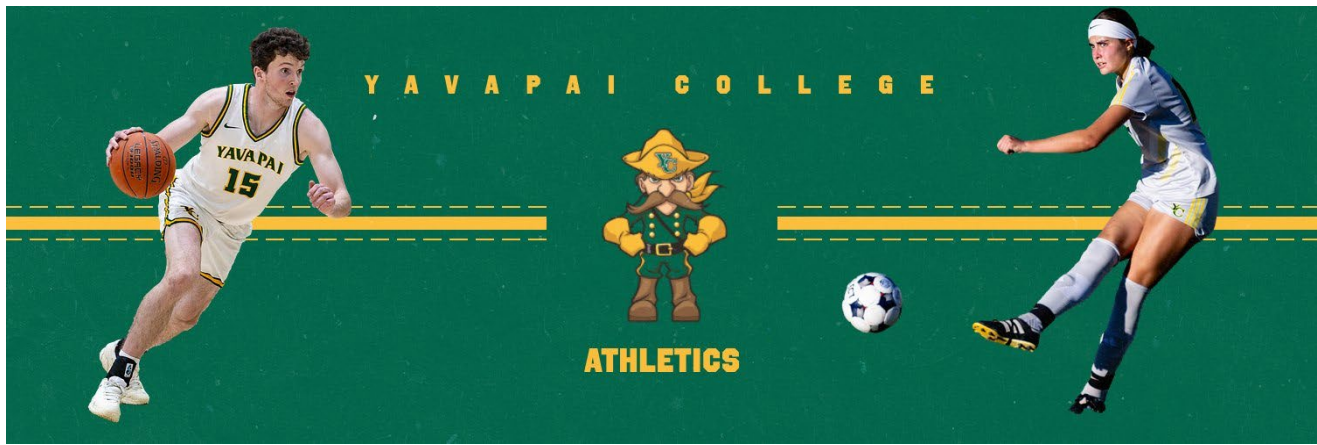
- The YC Prescott Art Gallery drew an average of 670 visitors per month in FY 2024–25, inviting more than 70 high school students, 100 YC art students, and 75 acclaimed artists to exhibit their work throughout the year.
- A season highlight, *Transforming Traditions: Art and Folklore in 2025*, brought together artwork sourced from as far as Japan and as close as the Yavapai County Fair juried by YC Folklore Professor Dr. Suzanne Waldenberger following more than six months of collaborative planning. The monthlong exhibition featured a folk music concert, a poetry workshop, and a lecture on Halloween by Dr. Waldenberger. Strategically timed to open on the first day of the Prescott Open Studio Tour, the gallery served as an information hub with Prescott Art Docents on hand to welcome and guide visitors.
- The gallery's One Gallery/Two Exhibitions series continued with *Stone Prayers* by Sedona artist Bill Root and *A Family of Stories* by Washington artist Matthew Cory whose show resonated locally through its portrait of his ancestor Kate Cory, a noted Prescott resident and artist from the early 1900s.
- The 6th Annual Prescott Plein Air Festival, *Art in the Pines*, brought 19 artists from Arizona and California to the gallery for a three-day event that attracted approximately 1,350 attendees. The festival awarded \$2,000 in prizes and sold 23 paintings during a Gala Reception at the Jim and Linda Lee Performing Arts Center (JLLPAC), attended by more than 300 guests. For the third consecutive year, the City of Prescott awarded the gallery a \$3,650 tourism grant to support festival marketing. Each participating artist donated a signature painting to YC for a charity auction, and the gallery's volunteer network housed all out-of-town artists at no cost.
- Community engagement remained strong throughout the year. The Prescott Art Docents continued their popular bi-monthly Monday Morning Art Talks, covering artists such as Jean-Michel Basquiat and Lee Krasner. Free Family Art Days offered roughly three times per semester invite families to explore the gallery through art scavenger hunts and hands-on projects. The annual Young Artists Showcase: A Juried High School Exhibition featured approximately 50 students from Prescott and Phoenix, with the closing reception coinciding with the YC Art Department's Experience the Arts recruiting event, which drew more than 100 high school artists to campus.

- In the digital space, the Art Gallery website attracted visitors from all 50 states and 68 countries in FY 2024–25 extending Yavapai College's reach far beyond its physical walls.

### **Patty McMullen-Mikles Art Gallery — Verde Campus**

- The Patty McMullen-Mikles Art Gallery on the Verde Campus hosted six exhibitions in FY 2024–25, welcoming an average of 140 visitors per month and showcasing the work of 184 artists. Programming included two semi-annual YC student exhibitions, one annual high school student exhibition, and three juried group exhibitions that introduced more than 100 artists to the gallery for the first time. Representing communities across Arizona and the nation, these artists brought a diverse range of styles and perspectives enriching the academic experience and giving students meaningful opportunities for study and critique.





## Athletics

- Yavapai College sponsors seven National Junior Collegiate Athletic Association Division I (NJCAA) programs, including Volleyball, Men’s and Women’s Soccer, Men’s and Women’s Basketball, Baseball, and Softball.
- Approximately 130 student athletes compete in these seven sports annually, proudly representing Yavapai College and our communities.
- By the end of the 2025-26 school year, Yavapai College will compete in 211 athletic contests, 99 of which are hosted at home for Yavapai County residents to attend.
- The Roughrider Men’s Soccer and Volleyball teams advanced to the NJCAA Region I Playoffs, while the Baseball and Softball teams are also positioned to qualify for post-season play.
- YC athletics regularly promotes competitions, events, and activities to the community through its website, [www.goroughriders.com](http://www.goroughriders.com), social media, and live streams of all home athletic events.
- In 2025-26, Yavapai College Athletics community engagement included support of the special needs community through the Tim Tebow Foundation Night to Shine event.
- Yavapai College athletic teams also participated in Read Across America at Mountain Valley Elementary School and read to students weekly at Lincoln Elementary School in Prescott.
- The Roughriders have proudly hosted special events honoring military veterans and promoted positivity in the community during the Unity Day celebration.

**President’s Response:**  
I report compliance.

## **President's Monitoring Report**

### **Executive Limitations**

#### **Asset Protection**

February 2026

#### **Policy 201 Asset Protection**

The Yavapai College President shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the president shall not

1. Receive, process or disburse funds under internal controls that are insufficient to meet the applicable auditing standards.
2. Fail to assure the accuracy of financial records and require certification by the Chief Financial Officer as part of the audit process.
3. Permit the College to be without adequate insurance against theft, fire and casualty losses, including liability insurance that covers Board members, staff and individuals engaged in activities on behalf of the College, or the College itself.
4. Allow intellectual property, information and files to be exposed to loss or significant damage.

#### **Interpretation**

As a steward of public funds, it is the college's obligation to maintain and strengthen the public's trust. One of the key avenues to do that is to ensure that our assets are prudently protected and maintained, legally expended or invested, and sufficiently insured. These assets are not limited to physical objects such as buildings and equipment, but also include operating capital, intellectual property, and personal information.

#### **Supporting Evidence**

##### **Internal Controls**

The President shall not receive, process or disburse funds under internal controls that are insufficient to meet the applicable auditing standards.

An effective internal control environment includes policies, procedures, systems, and processes to provide compliance with laws and regulations as well as reasonable assurance of reliable financial information. The college takes many steps to achieve strong internal controls including segregation of duties, controlling access to accounting systems, physical asset inventories, and multiple approval requirements (e.g., requisitions, check disbursements, wire transfers, etc.).

An important aspect of having an effective internal control structure includes sound Information Technology (IT) controls. The college routinely updates IT controls to conform with best practices and has well-defined IT security and access policies.

The college's internal controls are reviewed annually by CliftonLarsonAllen as part of the financial audit and Federal Single audit. The auditors review the college's financial and IT policies, procedures, and systems and test a wide variety of transactions. The FY 2025 financial audit is in the final quality review phase. The current draft reflects an unmodified opinion and no audit findings. We expect the final report to be issued no later than March 15, 2026.

### **Certification of Financial Records**

The President shall not fail to assure the accuracy of financial records and require certification by the Chief Financial Officer as part of the audit process.

The Annual Comprehensive Financial Report (ACFR) provides a broad overview of the District's financial activity for the prior fiscal year. It contains comments from management regarding the District's financials, the audited financial statements of the District, the strategic plan, and a statistical section containing financial and demographic information.

The following is a general description of the three financial statements presented by the District, along with several highlights from the ACFR:

- Statement of Net Position – this statement is very similar to a balance sheet. It reflects the overall financial position of the District at a given moment in time (assets – liabilities = net position). Net position is essentially the “net worth” of the District and it is broken down between restricted and unrestricted.

- o Total net position as of June 30, 2025, equaled \$179,313,700 an increase of \$1,927,300 (1.1%) over the prior year. Please note that the beginning net position for FY 2025 was restated from \$177,197,000 to \$177,386,400 (increase of \$190,000) due to the implementation of a new accounting pronouncement, GASB 101: Compensated Absences.

- o Unrestricted net position as of June 30, 2025, was \$60,800, a decrease of \$1,860,000 from the prior year. This decrease is primarily attributed to the deferred outflows and inflows related to pensions as well as a high level of capital spending for the year. This amount is expected to rebound in future fiscal periods.

- o Long-term bond debt had a net increase of \$14,624,100 due to the issuance of the 2024 Series Revenue Bond in the amount of \$16,300,700, inclusive of bond premiums.

3 | Page

- o Detailed information regarding Net Position can be found in the Yavapai College Annual Comprehensive Financial Report (pp. 20-22).

- Statement of Revenues, Expenses, and Changes in Net Position – this statement is essentially the income statement. It shows the revenue and expenses for a specific period of time, the results which either increase or decrease the District’s net position.

- o Revenues exceeded expenses by \$1,927,300 (increase in net position) in YC’s accrual basis financial statements.

- o Revenues increased on a net basis by \$6,546,000 from the previous year primarily due to an increase in property taxes of \$3,150,200, an increase in tuition and fees of \$646,500, an increase in government grant revenues due to higher PELL grant awards of \$1,971,600, and an increase in investment earnings of \$882,700.

- o Overall, operating expenses increased \$8,862,143 from the previous fiscal year. Instruction increased \$916,515 due to employee raises, medical plan premium increases, additional faculty and adjunct pay due to enrollment growth. Public Service, Academic Support, Student Services and Institutional Support increased by \$3,954,391 due to employee raises, medical plan premium increases, several new positions and the general increased cost of non-personnel expenses. Scholarships increased by \$1,788,933 due to Pell. Auxiliary Enterprises expenses increased \$1,080,882 in fiscal year 2025. The Eatery, the recently insourced cafeteria on the Prescott Campus, was in business for all of fiscal year 2025 which resulted in additional revenues and expenses.

- o Detailed information regarding the Statement of Revenues, Expenses, and Changes in Net Position can be found in the Yavapai College Annual Comprehensive Financial Report (pp. 23-26).

- Statement of Cash Flows – this statement describes the cash flows into and out of the District. Over time, on a cumulative basis, it’s important that an organization has an adequate amount of cash to support operations.

- o Net cash and cash equivalents plus highly liquid investments increased by \$4,002,400 (10.6%) from the prior year due to unspent bond proceeds.

- o Total cash and cash equivalents of \$8,193,700 plus highly liquid investments of \$33,426,800 total \$41,620,400 at June 30, 2025, which exceeds the minimum threshold established by the DGB.

- o College funds are invested prudently, at minimal risk, as per A.R.S. requirements. As shared in the ACFR, most investments are kept in the County Treasurer’s investment pool and Wells Fargo accounts (pp. 40-41).

o Detailed information regarding the Statement of Cash Flows can be found in the Yavapai College Annual Comprehensive Financial Report (pp. 33-34).

The Chief Business Officer/Controller and Chief Operating Officer are responsible for monitoring the financial records of the District and preparing the annual financial statements. A certification of financial records is included below. An independent audit is performed annually which includes testing financial transactions and internal controls, assessing the accounting principles used and significant estimates made, and verifying that the financial statements present fairly the financial position of the District. The FY 2025 financial audit is in the final quality review phased with CliftonLarsonAllen. The current draft reflects an unmodified opinion and no audit findings. We expect the final report to be issued no later than March 15, 2026. An unmodified opinion indicates that the financial statements present fairly the results of District's operations and its financial position according to generally accepted accounting principles.

The District's Annual Comprehensive Financial Report has earned the Certificate of Achievement for Excellence in Financial Reporting award for the past twenty-two years from the Government Finance Officers Association.

### **Certification of Financial Records**

In connection with Policy 201, for the fiscal year ended June 30, 2025, I certify that the District's financial records are accurate and that all financial records and related data have been provided to the auditors as requested.

\_\_\_\_\_2/9/2026\_

Clint Ewell, Chief Operating Officer

\_\_\_\_\_2/9/2026\_

Wendy Swartz, Chief Business Officer/Controller

### **Protecting and Maintaining Physical Assets**

The college operates roughly 890,000 square feet of space in Chino Valley, Clarkdale, Groom Creek, Prescott, Prescott Valley, and Sedona. In YC's FY 2025 financial statements, the College had \$160M of net depreciable assets (buildings and site improvements). The College uses a combination of technology (card keys, cameras, alarms) and security personnel to safeguard its physical assets.

The College practices the philosophy that well-maintained assets lead to the lowest Total Cost of Ownership. The College has worked with Sightlines, a consulting firm specializing in higher education facility maintenance, to establish a process to assess the condition of various building systems (Electrical, Exterior Shell, Grounds, HVAC, Interior Shell, Mechanical, Plumbing, & Safety) throughout the district. We then prioritize strategic capital reinvestments to address our deferred maintenance via planned maintenance, rather than endure costly system failures. The strategy is working. Over the past decade, YC has improved its Net Assessed Value (NAV) Score ( $[(\text{Total Replacement Value} - \text{Total 10 Year Asset Reinvestment Need}) / \text{Total Replacement Value}]$ ) from below average to top quartile.

Yavapai College is in the 85th percentile in 2024. Data is from the Gordian database.

Due to the Life Cycle of the Systems in our buildings, Sightlines has recently updated YC's reinvestment target to \$4.8M per year for the next several years. The College currently budgets \$4.46M for planned maintenance and \$.29M for unplanned maintenance. This amount will be evaluated as we prepare next year's budget.

Regarding equipment, the College invests an average of \$2.8M per year to replace aging, often obsolete, and fully depreciated equipment. This allows employees to remain productive and students to get hands-on experience with the tools they will use in the workplace.

More detailed information regarding the Planned Maintenance and Equipment Replacement budgets can be found in the annual Capital Budget presentation (pp.44-57) which is reviewed with the District Governing Board each Spring or in YC's Adopted Budget.

### **Deposits and Investments**

The College maintains its deposits and investments with the Yavapai County Treasurer and Wells Fargo bank. All monies are invested in compliance with the applicable state statutes and follow the objectives of principal safety, appropriate liquidity and maximum total rate of return. Deposits held at Wells Fargo bank which exceed the federal deposit insurance limits are collateralized at 102% by the bank.

### **Insurance**

The President shall not permit the College to be without adequate insurance against theft, fire and casualty losses, including liability insurance that covers Board members, staff, and individuals engaged in activities on behalf of the College, or the College itself.

The District is a member of the Arizona School Risk Retention Trust, Inc., (the Trust). The Trust provides high quality, professionally managed, affordable property and casualty indemnity protection services to over 250 school districts and community colleges in the state. Coverage includes cyber liability and pandemic endorsements, which further reduce the District's financial risk. The District also has supplemental accident and medical insurance policies covering both athlete and non-athlete students.

#### *Summary of Current Insurance Coverages*

General Liability including Governing Board and Professional Liability - \$10M/occurrence

Excess Liability coverage - \$50M aggregate limit

Property Insurance – Aggregate limit - \$220M, replacement value/like kind

Cyber Liability Endorsement - \$5M aggregate limit

### **Intellectual Property**

The President shall not allow intellectual property, information and files to be exposed to loss or significant damage.

### **Information Asset Protection**

The District has a multifaceted strategy to protect information from accidental or intentional misuse, loss, or theft. The Information Security Office (ISO), part of Information Technology Services (ITS), is tasked with developing this strategy, facilitating implementation, and ensuring ongoing compliance with applicable federal,

state, and other regulatory compliance considerations. Employees must complete a yearly computer security awareness training addressing data security best practices.

The College has developed Policy 2.07 Intellectual Property Rights that defines and protects employee and College interests. Other policies protect the College and its constituents, including personal and institutional data to aid in regulatory compliance, including 2.47 Confidentiality Policy; 5.11 Information Security Data Classification and Handling, 5.23 Identify Theft Prevention Program, 5.27 Technology Resource Standards; 5.28 Retrieval, Disclosure and Retention of Records; 5.29 Electronic Communications; , 5.31 Online Privacy, 5.32 Remote Access and Mobile Devices, 5.34 College Social Media Official Account Use, and 5.36 Online Privacy – European Union Supplement. The College adheres to Children's Internet Protection Act (CIPA), Family Educational Rights and Privacy Act (FERPA), General Data Protection Regulation (GDPR), Gramm-Leach-Bliley Act (GLBA), Health Insurance Portability and Accountability Act (HIPAA), and Payment Card Industry Data Security Standard (PCI-DSS) requirements and supports employees with training and risk management services to aid in compliance with these regulations.

Due to the nature of its business, the College must collect some personally identifiable information (PII) like Social Security Numbers. This information is collected to comply with state reporting requirements, federally mandated filings (e.g., 1098-T tuition statements), transcript requirements, federal financial aid requirements, and for employment purposes (e.g., W-2, medical benefits). In addition, this information helps the College eliminate duplicate records, thus aiding in reporting accuracy.

This information is safeguarded via access controls, data encryption, data loss prevention, industry best practices, routine risk assessment, training, secure file enclaves, border and internal firewalls, network detection & response systems, and other security controls aligned with the Center for Internet Security (CIS) Safeguards; GLBA Safeguards.

### **Summary of Data Protection Practices**

- The College maintains a comprehensive business continuity/disaster recovery (BCDR) plan for its information assets that is tested semi-annually and reviewed as part of the annual audits performed by the Arizona Auditor General's Office.
- Critical systems are continuously replicated to the secondary data center on the Verde Campus. These systems and the data that resides on these systems can be quickly recovered in the event of a disaster.
- Important databases and files are backed up on a routine schedule. Backup snapshots are taken frequently for quick recovery of data. Long-term information storage is completed via a backup solution and stored on physical disk arrays at multiple physical locations. Additionally, the backup technology the College utilizes is specifically designed to protect against and recover from ransomware attacks.
- Redundant disk arrays, power supplies, and network connections are utilized to reduce the risk of data loss associated with hardware failures. Data centers and data communication facilities are protected by uninterruptible power supply (UPS) systems. The primary and secondary data centers also have backup generators and redundant cooling. Generators are tested routinely.
- The ITS Department manages logical and physical security according to best practices and pursuant to industry-standard security frameworks. An access management system is utilized to request access to resources, audit access, and remove access when necessary. Physical access to data centers and

communications facilities is limited to authorized individuals, granted and audited via key cards, PINs, and video surveillance.

- A defense-in-depth model is used involving scanning for anomalous activity (including viruses, malware, vulnerabilities, and improper usage) at the endpoint/workstation, across the internal network, at border checkpoints, and from trusted third parties including the federal government, state government, industry partners, and other higher education institutions.
- The College utilizes Data Loss Prevention (DLP) software to mitigate potential data breaches.
- The College utilizes both ingress and egress content and connection filtering to eliminate connections to known cybercriminals and reduce the risk of malware, ransomware, and spam.
- ITS employees with privileged access must maintain separate accounts when performing administrative functions.
- Multi-factor authentication is required for all College employees and students.
- Multiple email security tools are in place to reduce the risk of phishing, executive impersonation, business financial fraud, and employment and financial fraud perpetrated against students.
- The ITS Department manages and maintains district-wide software licensing agreements. All employees and students must adhere to the Technology Resource Standards policy that prohibits individuals from installing and using unlicensed software on YC-owned/managed devices. All employees and students must agree to abide by the terms of the policy. These acknowledgments are digitally recorded. In addition, access rights are limited on personal computers to reduce the risk of unauthorized software or malware installations.
- The ITS Department has established an “IT Information Security and Privacy Incident Management Procedure” for assessing, responding to, and managing information security and privacy incidents.
- A comprehensive IT audit is performed annually by the Arizona State Auditor General’s Office. This audit includes but is not limited to the following areas: Active Directory, ERP, and Multi-factor management; account and access management, risk assessment, data classification, contingency and disaster recovery, change management, password management, data sharing, cloud (Software as a Service) security, incident response, and vulnerability management.
- Procurement and ITS work collaboratively to review software and service engagements that potentially involve storing or processing sensitive data. Contracts that do so are negotiated to include strong data security and liability protections for the College.
- The Information Security Office maintains a formal risk management program that focuses on vendor management, data protection, threat identification and reduction, and incident management efforts. The ISO and the ITS Department work with all YC department heads and program managers to conduct annual risk assessments and risk remediation efforts.
- The College actively partners with, shares, and receives operational threat intelligence, strategic planning initiatives, regulatory compliance, and security best practices with various federal, state, and local agencies as well as other higher education institutions.

## **Copyright**

Yavapai College Policy 2.28 Copyright Use states that the College will follow US Copyright Law, respect the fair use doctrine, and designate staff as liaisons. The copyright committee and the liaisons have created an educational program to ensure that faculty and staff members have a working knowledge of copyright law and how it impacts the field of education. All materials copied by the College print shop are copyright checked.

## **President's Conclusion**

**I report compliance**

# Report on Policy 203: Compensation, Benefits, and Treatment of Personnel



District Governing Board March 2026

INTERNAL

## Board Policy 203

*With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President shall not:*

- *Promise or imply guaranteed employment*
- *Establish current compensation and benefits that deviate materially from the geographic or professional Market for skills employed.*

INTERNAL

# Policy Driven

- 2.06: [Pay Administration](#)
- 2.17: [Total Compensation](#)
- 2.42: [Compensation of Faculty and Staff](#)
- 2.02: [Hours of Work](#)
- 2.30: [College Volunteers](#)

INTERNAL

## Promise or Imply Guaranteed Employment



Origination	1/25/2000
Last Approved	3/5/2021
Effective	3/5/2021
Last Revised	3/5/2021
Next Review	3/4/2024

Owner	Weinacker, Emily: Chief Human Resources Officer
Area	2.0 Human Resources

### College Volunteers, 2.30

#### OPERATIONAL POLICY STATEMENT

Volunteers are an important human resource for the College and may provide frequent and continuous assistance to the various instructional, support service, and administrative units when demonstrated needs exist. Volunteers do not receive compensation or employee benefits for the personal services they contribute to the College.

#### PROCEDURE [Copy Link](#)

The College volunteer and the applicable department will complete a Volunteer Services Information Form prior to volunteer status beginning. This document assures that the volunteer understands the nature of the work to be performed and that the College provides no compensation or employee benefits, except Workers Compensation, for serving as a volunteer.

#### Restrictions on Volunteers:

Volunteers will not normally be assigned to supervise or participate in high-risk activities. If such an assignment is authorized, a responsible full-time College employee must be present during all activities. Volunteers will not normally be issued keys to College facilities. A non-exempt College employee cannot also volunteer to perform the same type of services for which he/she is normally employed.

#### Supervisor Responsibilities: [Copy Link](#)

Supervisors will select volunteers who meet the minimum qualifications to perform the identified tasks. Supervisors will ensure that a Volunteer Services Information Form is completed and sent to Human Resources when the volunteer assignment begins and again when the volunteer assignment is completed. Supervisors will ensure that volunteers receive applicable training, including an orientation to the general performance expectations of all College employees as outlined in Operational Policy 2.21. Supervisors will coordinate any required accounts, including telephone, email and portal, both at the start and at the end of a volunteer's assignment.

A volunteer's assignment is "at will" and may be terminated without cause or a statement of reasons at any time and without prior notice by a volunteer's supervisor or other College administrator.

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## Promise or Imply Guaranteed Employment

### Independent Contractors/Consultants

#### Independent Contractor Agreement

**Status as Independent Contractor:** The College and the vendor hereby acknowledge and agree that the vendor shall have the status of an independent contractor under this agreement. The method and technique of his/her performance shall rest in his/her own discretion, subject to the satisfaction of the College.

**Indemnification.** Vendor agrees that any personal injury to self, third parties or any property damage resulting from performance of the obligations hereunder by the vendor shall be the responsibility of Vendor. The Vendor will defend, indemnify and hold harmless Yavapai College, its trustees, officers, employees, and agents, from any and all claims, demands, lawsuits or award of danger arising out of the Vendor's performance of the obligations, unless caused by the sole fault or negligence of Yavapai College.

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## Promise or Imply Guaranteed Employment

### Employees: At time of hire

#### 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 means that either you or the College may choose to end the employment relationship at any time, with or without cause or notice.

This notice does not constitute a contract. 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.

INTERNAL

# YC Compensation Philosophy

Component	
Scope	<ul style="list-style-type: none"> <li>All Yavapai College non-student and non-temporary staff and faculty</li> </ul>
Goals and Objectives	<ul style="list-style-type: none"> <li>Consistency in determining pay</li> <li>Clarity and transparency</li> <li>Competitive positioning</li> <li>Emphasized growth and development</li> <li>Proper stewardship of resources</li> </ul>
Labor Market Definition	<ul style="list-style-type: none"> <li>Associate's institutions for higher education jobs</li> <li>Consideration of local (AZ) or broader regional general industry data where available</li> </ul>
Market Target and Positioning	<ul style="list-style-type: none"> <li>50<sup>th</sup> %tile target for base pay across relevant markets</li> <li>75<sup>th</sup> %tile for hard-to-recruit jobs with HR approval</li> </ul>
Annual Salary Administration	<ul style="list-style-type: none"> <li>Annual review of pay ranges using reliable compensation surveys</li> <li>On hire, employee's placement within range is determined by relevant experience and education. YC HR approval is required to go more than 5% above the experience-determined rate.</li> </ul>

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## Board Policy 203 continued...

### Treatment of Employees

*With respect to the treatment of personnel in the Yavapai College community, the College President shall not allow conditions which are unlawful, unethical, unsafe, or disrespectful.*

*Accordingly, the president shall not:*

- Allow staff to be without current, enforced, written human resource policies that clarify personnel rules for employees, provide for effective handling of grievances and protect against wrongful conditions.*
- Be in noncompliance with any laws, rules, and regulations pertaining to treatment of employees.*

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# Treatment of Employees

## Policies:

- 2.04 Performance Management
- 2.05 Employee Learning Excellence
- 2.13 Employee Leave Donation
- 2.17 Worker's Compensation
- 2.21 Performance Expectations and Corrective Action
- 2.23 Grievance (Staff)
- 2.37 Grievance (Faculty)
- 2.44 Sabbaticals for Professional Staff and Administrators
- 2.46 Leave of Absence for Civic Duty

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## HR SCORECARD

AREA	OBJECTIVE	KPI	TARGET	FY 2022 - 2023	FY 2023 - 2024	FY 2024-2025	FY 2025-2026 (TO DATE)
EMPLOYEE TURNOVER	Reduce turnover and improve retention	Staff Turnover Rate	<15%	19.00%	17.00%	11%	12%
		Faculty Turnover Rate	<12%	13.00%	13.00%	7%	9%
TIME TO FILL	Decrease time to fill vacancies	Average Time to Fill Vacancies	<45 days	56.65 days	35.82 days	36.3 days	27 days
ENGAGEMENT SCORE	Enhance engagement to exceed benchmarks	Employee Engagement Score	>75%	70% (8% above)	71% (7% above)	73% (12% above)	73% (12% above)
FMLA/LOA USAGE	Manage and support FMLA/LOA	Number of FMLA/LOA cases	Monitor Trends	58 cases	45 cases	57 cases	57 cases
WORKER'S COMP CLAIMS	Reduce worker's compensation claims	Number of Worker's Compensation Cases	<5 annually	6 claims	11 claims	8 claims	8 claims

# 2026 Top Workplaces Survey

Yavapai College, February 2026

The February 2026 employee survey conducted at Yavapai College had a response rate of 83%.

- 511 employees were invited and 425 responded. This is a lot higher than the average response rate of 56% that is seen from companies similar to ours.

## Workplace Experience Score



↑ 0      +12  
Up 0 points from Feb 2025      12 points above benchmark

National Benchmark for is 61%



# 2026 Top Workplaces to Work State and National

**Congratulations!**  
Yavapai College is a 2026 USA TODAY Top Workplaces winner!

**Congratulations!**  
In partnership with AZ Central, Yavapai College is a 2026 Arizona Top Workplaces winner!

In partnership with TopWorkplaces.com, Yavapai College is a 2026 Culture Excellence & Industry Awards winner!

# President's Monitoring Report

Executive Limitations

Financial Conditions

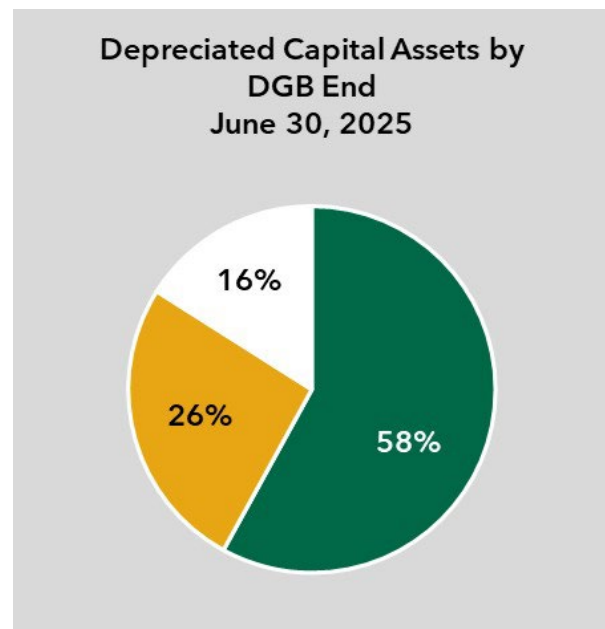
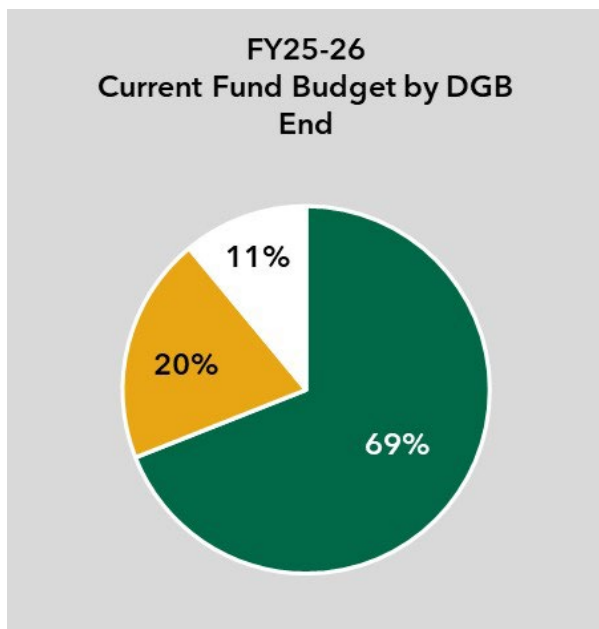
October 2025

## Policy 204 Financial Conditions

With respect to the actual, ongoing financial conditions and activities, the President shall not cause or allow the development of financial jeopardy or a material deviation of actual expenditures from Board-stated priorities.

## Aligning Resources with DGB Ends

The following graphs demonstrate the alignment of the Operating and Capital Budgets with the DGB priorities. It is worth noting that these graphs assume that many Academic programs serve more than one priority. For example, Business may support Education and Economic Development, while Music may support Education and Community (Cultural Enrichment). If we did not make the assumption to split these costs, Education would be over 90% of the Operating budget.

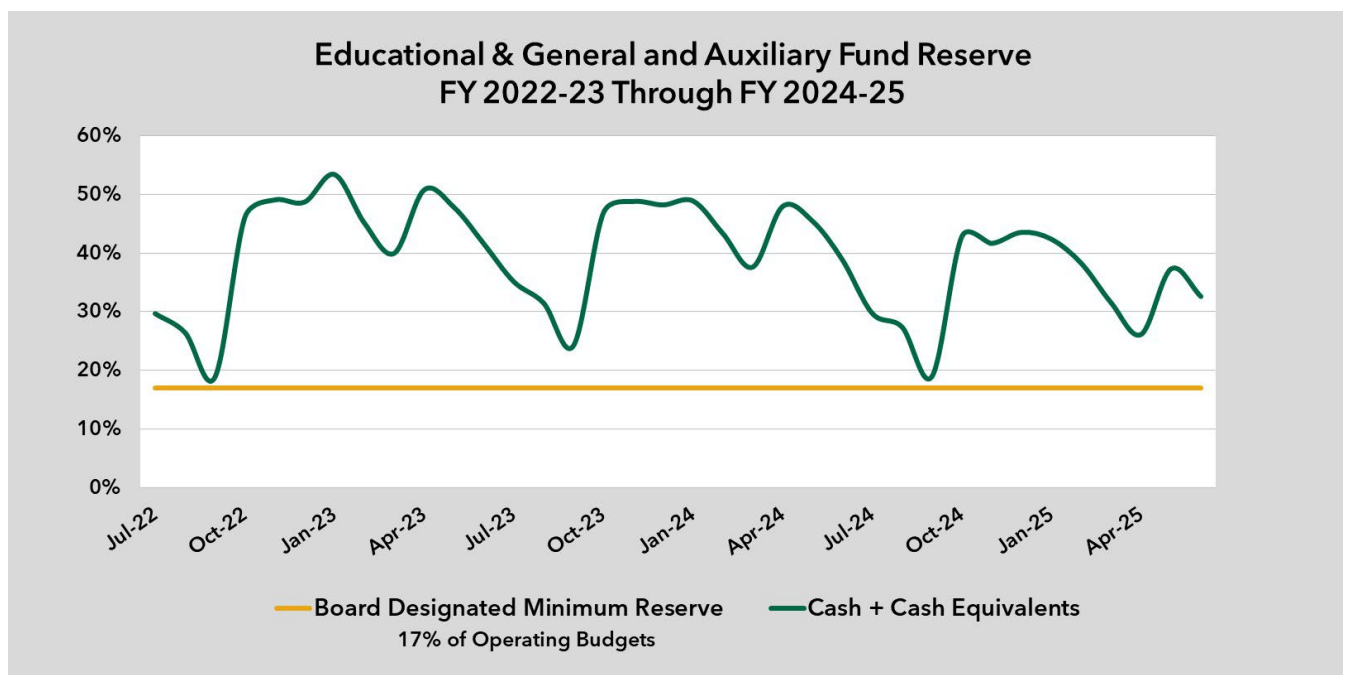
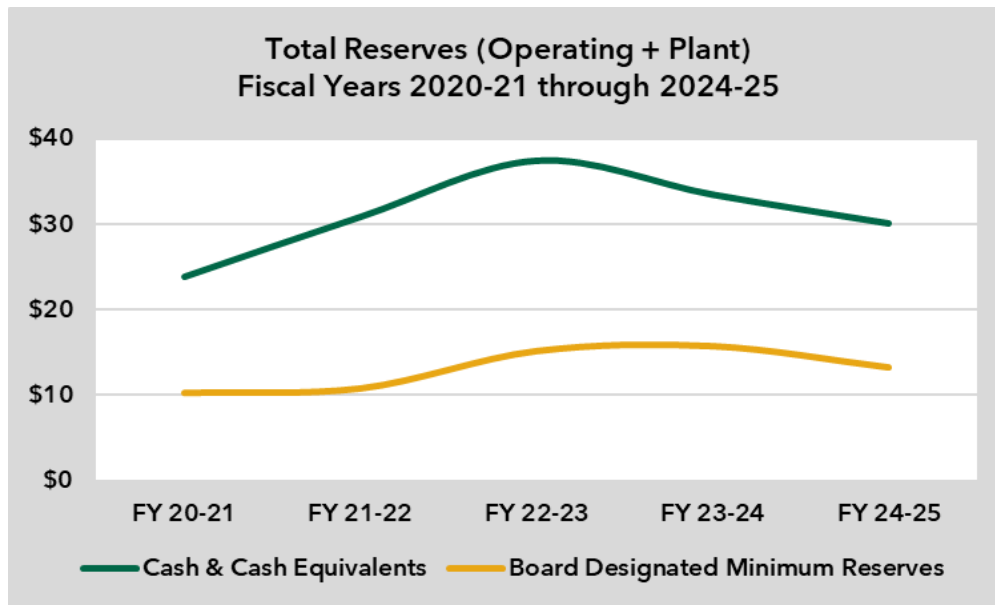


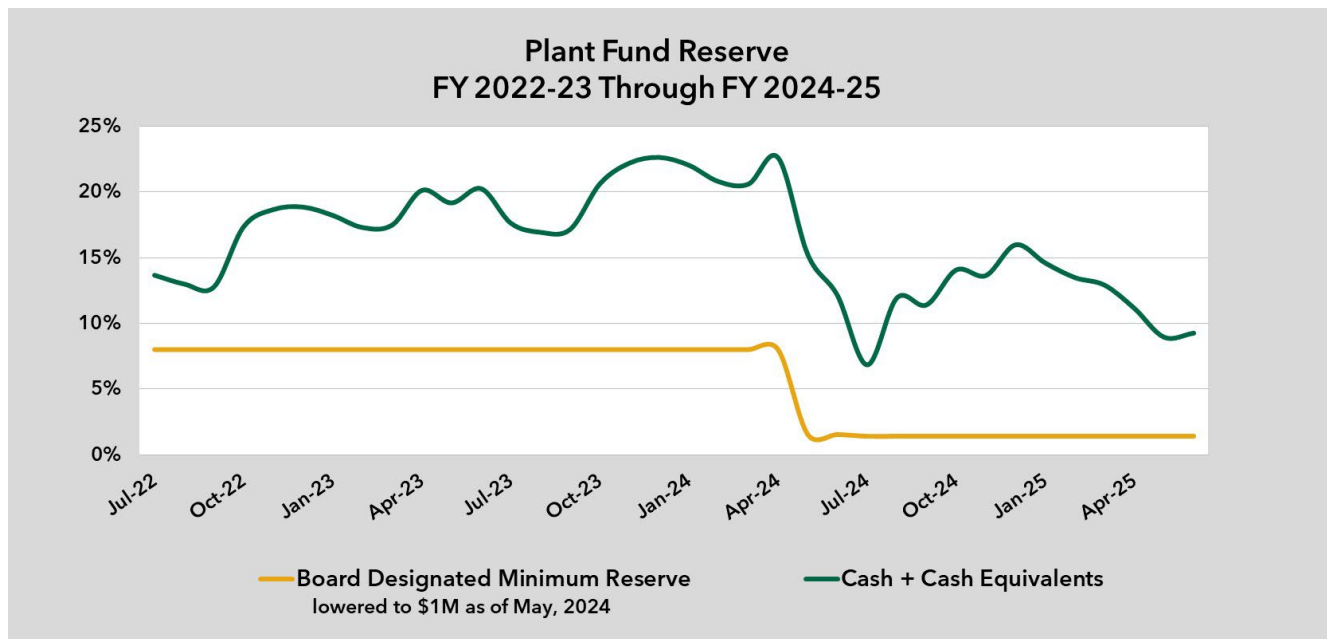
Further, without limiting the scope of the above statement by the following list, the President shall not:

1. Expend more funds than have been received or are available in reserves in the fiscal year.
  - Monthly financial results are shared with DGB throughout the year.
  - Audited Annual Comprehensive Financial Report indicates a surplus.
  - The past 5 years of balanced budgets can be found on the bottom of College's [Budget page](#) of its website.

2. Allow current fund reserves to drop below seventeen percent (17%) of the operating budgets (including general fund and auxiliary fund budgets) or plant fund reserves to drop below \$1,000,000 (previously 8% of GF and Aux fund budgets - changed by the DGB in May 2024).
3. Allow reserve funds to replenish at an inappropriate rate after, in accordance with specified Board approvals, funds have dropped below the President’s authorized limits.

Budget to Actual Reports as well as Cash Reserves Reports are provided as part of the Information from the President update at every DGB meeting. These reports demonstrate the College meets or exceeds the DGB’s minimum reserves targets. Once or twice a year just prior to property tax receipts, the College may temporarily fall below the target for a couple of months but has never done so for an extended period of time.





4. Allow the Board to be without monthly reports of budget deviations and reserves.
  - Monthly meeting minutes include the update provided each month
  
5. Allow planning that is not fiscally sound or doesn't build organizational capabilities sufficient to achieve board goals in future years.
  - 5 Year Budget forecast is included in Annual Budget
  - Expenditure Limit forecast is included in Annual Budget
  - Strategic Plan integration is included in Annual Budget
  
6. Enter into any lease agreement as lessee for more than five years in duration or that exceeds \$200,000 per year.
  
7. Make any tenant improvements over \$30,000 to leased property.

The College leases property from several entities as seen on the table below. For the period October 1, 2024, through September 30, 2025, the College has not spent over \$200,000 on a lease or made real property improvements greater than \$30,000.

Lessor	Description	Annual Amount + DGB Approval Date	Annual Improvements over \$30,000?
City of Cottonwood	.87 acre of land for Verde Valley Regional Fire Training Center	\$1/ year 9/12/2002	No

8. Make or delegate financial decisions for which legislation specifically requires delegation of authority from the Board except for the following, which the Board authorizes without the need for further Board approval provided the decisions are compliant with the Board's policies: pursuant to A.R.S. Section 151444(B)(2), the authority to enter into a lease for real property either as lessor or lessee on behalf of the college.



**Treatment of Students  
Policy 205**

**Yavapai College  
District Governing Board  
Monitoring Report**

**Presented by: Tania Sheldahl  
AVP Student Affairs and Dean of Students**

**September 2025**

## Executive Summary

The purpose of this Monitoring Report is to demonstrate Yavapai College's commitment to providing a learning environment that is safe, respectful, and supportive of student success. The data reflects both progress and continuing challenges in addressing student conduct, mental health and wellness, and access to basic needs.

Over the past four years, the College has seen steady increases in the demand for student support services. Notable trends include:

- An increase in CARE referrals, particularly related to student mental health.
- Rapid growth in Basic Needs and Food Pantry utilization, underscoring housing and food insecurity as barriers to persistence.
- Yavapai College Student Wellness Survey results consistent with national mental health trends in higher education.
- A rise in academic dishonesty cases associated with generative AI.
- Stable but significant Title IX reports, with growth in pregnancy accommodation requests. (Important note; this data point only identifies usage of the accommodation not any issues with providing the accommodation)

Collectively, the data confirms that while challenges are increasing, the College is actively responding through expanded resources, proactive education, enhanced compliance efforts, and strengthened community partnerships.

## Student Conduct

### Student Conduct Summary (2021–2025)

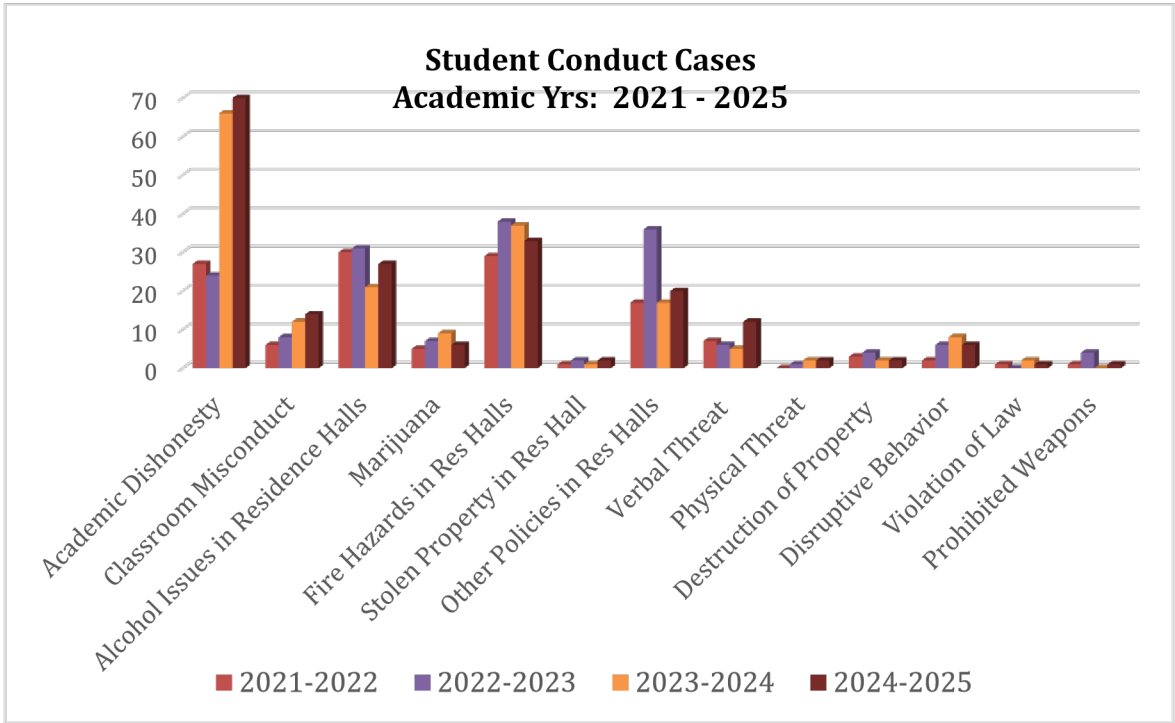
Student conduct cases have increased over the past four years, rising from 129 cases in 2021–2022 to 196 cases in 2024–2025. The most significant trend has been a sharp increase in academic dishonesty, which grew from 27 cases in 2021–2022 to 70 cases in 2024–2025. The increase in academic integrity is linked to student misuse of generative AI tools, highlighting the need for proactive strategies to uphold academic integrity in a changing technological landscape.

Other recurring areas of concern include alcohol issues and fire hazards halls (e.g., student use of prohibited appliances, use of candles and incense) in the residence halls, which remain consistent contributors to conduct cases, as well as a slight uptick in verbal threats in 2024–2025. These patterns reinforce the importance of continued behavioral prevention efforts, clear communication of expectations, and early intervention in residence hall communities.

*Moving forward, the College will prioritize:*

- Faculty development on strategies for addressing academic dishonesty, including the responsible use of AI.
- Student training to promote ethical decision-making and reinforce expectations around technology, safety, and community standards.

- Strengthening residence life education to reduce alcohol-related and fire safety incidents.
- Through these efforts, the College seeks to balance accountability with education, ensuring a safe, respectful, and equitable learning environment.



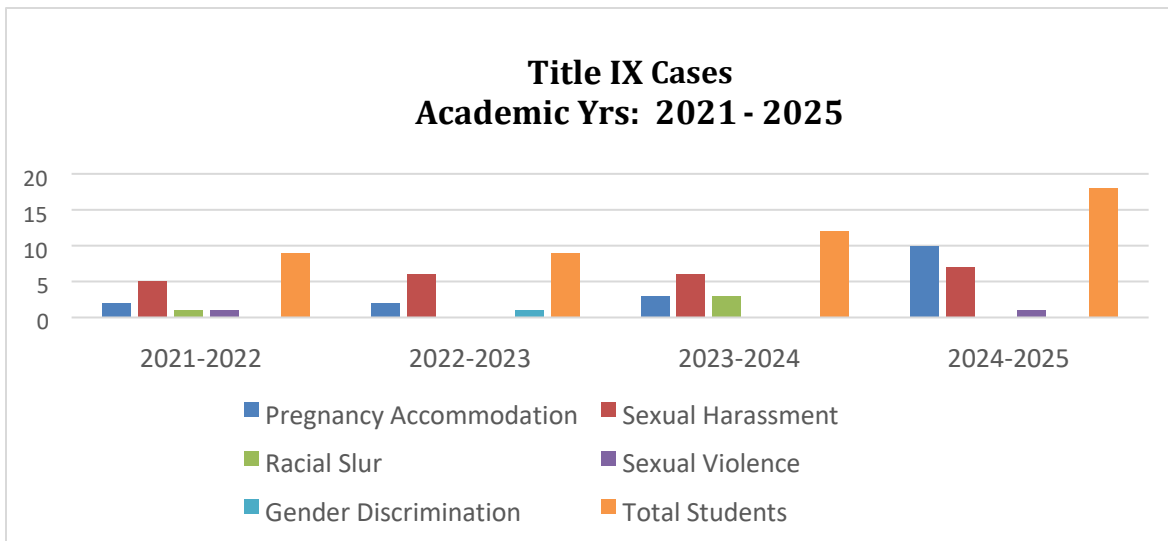
### Title IX Summary (2021–2025)

Title IX reports have remained steady over the past four years, with total cases ranging from 9 in 2021–2022 to 18 in 2024–2025. Verbal sexual harassment between students remains the most frequently reported issue. Reports of racial slurs, sex discrimination, and sexual violence have been far less frequent but nonetheless require focused attention due to their serious impact on campus climate and compliance obligations.

There has been a notable rise in pregnancy accommodation requests, jumping from just 2–3 cases in previous years to 10 cases during 2024–2025. This growth reflects both expanded awareness of student rights under Title IX and greater willingness among students to seek support.

*Moving forward, the College will prioritize:*

- Ongoing training for faculty, staff, and students to strengthen awareness of Title IX rights and responsibilities.
- Enhanced outreach to ensure students feel supported in reporting concerns and requesting accommodation.
- Sustained compliance monitoring to meet federal requirements and maintain a safe campus environment.



### CARE Summary (2021–2025)

CARE referrals have steadily increased over the past four years, rising from 80 in 2021–2022 to 115 in

2024–2025. Mental health concerns remain the leading issue, growing from 41 cases in 2021–2022 to 74 cases in 2024–2025. This increase reflects both rising student need and greater willingness to seek support, which is consistent with national trends in postsecondary mental health.

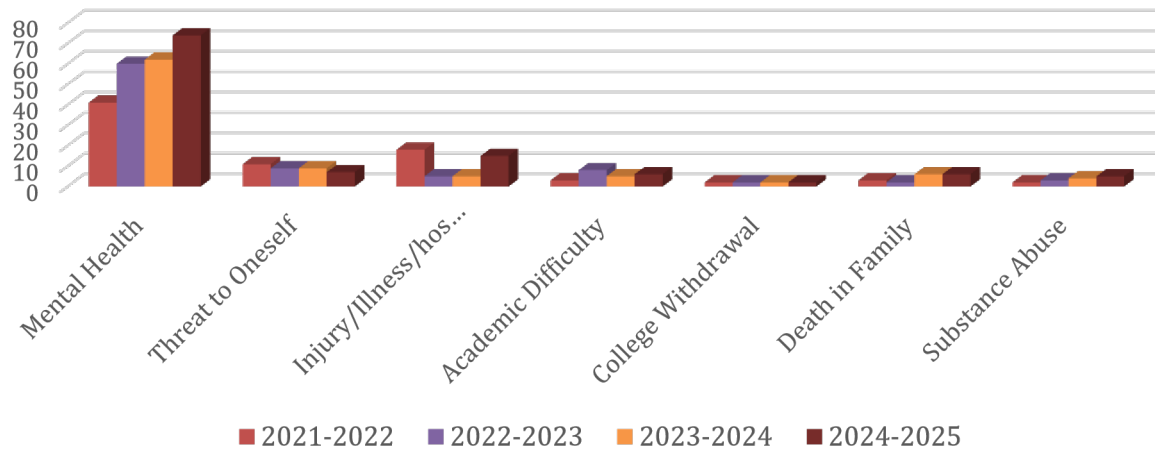
Injury and illness-related referrals showed an increase in 2024–2025, with 15 cases reported, following lower referral numbers in previous years. We also continue to receive reports of threats to self, which remain a critical area of intervention. Referrals include cases involving academic struggles, substance abuse, and personal loss, highlighting the diverse challenges the CARE Team addresses.

YC’s investment in early intervention and support has been critical. Since 2022, the College’s partnership with BetterMynd has provided free online therapy, expanding student access to licensed professionals during periods of personal or academic stress across all campuses and centers.

*Moving forward, priorities include:*

- Expanding awareness of available services across campus.
- Strengthening referral pathways to ensure timely interventions.
- Fostering a supportive culture that normalizes help-seeking behaviors and reduces stigma.
- Through these efforts, the CARE Team remains committed to addressing the complex needs of students and promoting safety and student success.

## CARE Cases Academic Yrs: 2021 - 2025



### Annual Student Wellness Survey Summary

The Annual Student Wellness Survey provides valuable insight into the mental health challenges facing YC students. Results from Fall 2021 through Spring 2024 show persistent concerns with stress, anxiety, and emotional well-being among 401 students who completed the anonymous student survey.

#### Past 30 Days (Spring 2024 Survey):

- 54% of students reported feeling overwhelmed by all they had to do.
- 28.7% felt very lonely, and 23.8% felt hopeless within the last 30 days.
- 2% seriously considered suicide during this period, and 0.0% reported an attempt.
- Overall, more than 53% of students experienced at least one mental health symptom.

#### Past Year (Spring 2024 Survey):

- 49% felt hopeless, and 61.9% experienced overwhelming anxiety in the last year.
- 53.2% felt very lonely, while 42.8% felt so depressed it was difficult to function.
- 7.6% seriously considered suicide, and 2.6% reported an attempt in the past year.
- In total, 79.2% of students experienced at least one mental health symptom in the last year.

These findings mirror national trends in higher education, where anxiety, depression, and feelings of loneliness remain pressing challenges for student success and persistence.

#### *Moving forward, priorities include:*

- Continue to expand mental health outreach and resource awareness, particularly early in each semester.
- Increase focus on peer support and community-building initiatives to reduce isolation and loneliness.
- Maintain and strengthen access to counseling and teletherapy services such as YC's partnership with BetterMynd and Spectrum Behavioral Health.

## Basic Needs Summary (2021–2025)

Since its launch in January 2021, the Basic Needs Office has experienced consistent growth in student utilization. Demand for services increased by 90% between FY21/22 (134 students) and FY22/23 (255 students), followed by a 50% increase from FY22/23 to FY23/24 (383 students). Most recently, the number of students served rose to 490 in FY24/25, representing a 28% increase and 107 additional students in a single year.

The most pressing challenges for students remain:

- Food insecurity
- Mental health needs
- Health Insurance
- Housing insecurity
- Financial hardship

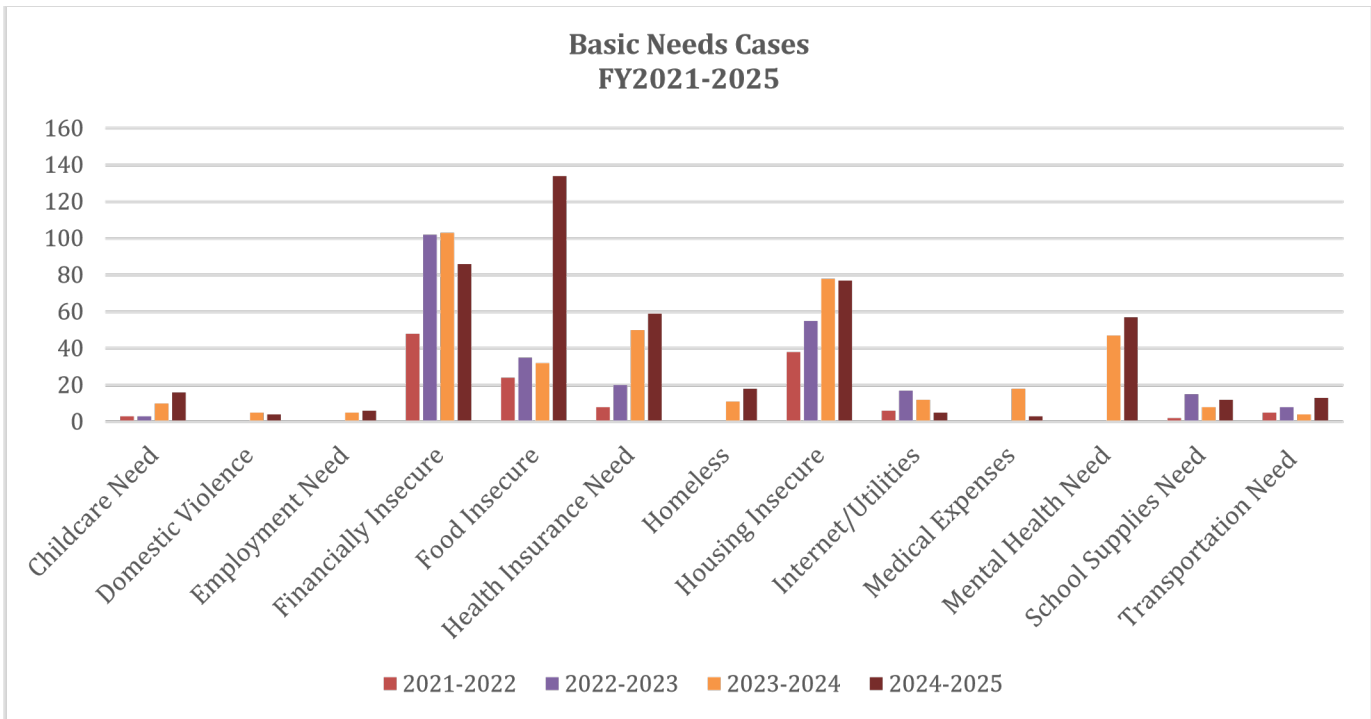
Ongoing inflation and a lack of affordable housing in Yavapai County continue to be major obstacles that worsen student instability and hinder their academic progress. The Basic Needs Office plays a critical role in helping students overcome barriers to stability so they can remain enrolled, persist toward their academic goals, and achieve long-term success.

During FY25/26, the College received a \$12,000 grant from the Arizona Community Foundation to support emergency rental assistance for students facing housing insecurity. This funding will allow the College to directly support at least sixteen students with immediate housing needs.

*Moving forward, priorities include:*

- Strengthening community partnerships to increase resource sharing.
- Expanding the network of financial and housing support available to students.
- Seeking additional external funding to ensure the Basic Needs Office can keep pace with rising demand.

Basic Needs Program	Students Served	Students Served	Students Served	Students Served
Year	2021-2022	2022-2023	2023-2024	2024-2025
Number of Students	134	255	383	490



### Food Pantry Summary (2021–2025)

The YC Food Pantry has become a vital resource in addressing food insecurity among students. Utilization has grown significantly over the past four years:

- Student visits increased from 168 in 2021–2022 to 501 in 2024–2025.
- Students served rose from just 102 in 2021–2022 to 317 in 2024–2025.

In addition to individual students, the Pantry provided meals to 1,280 family members living in student households in 2024–2025, highlighting the broader impact of this service.

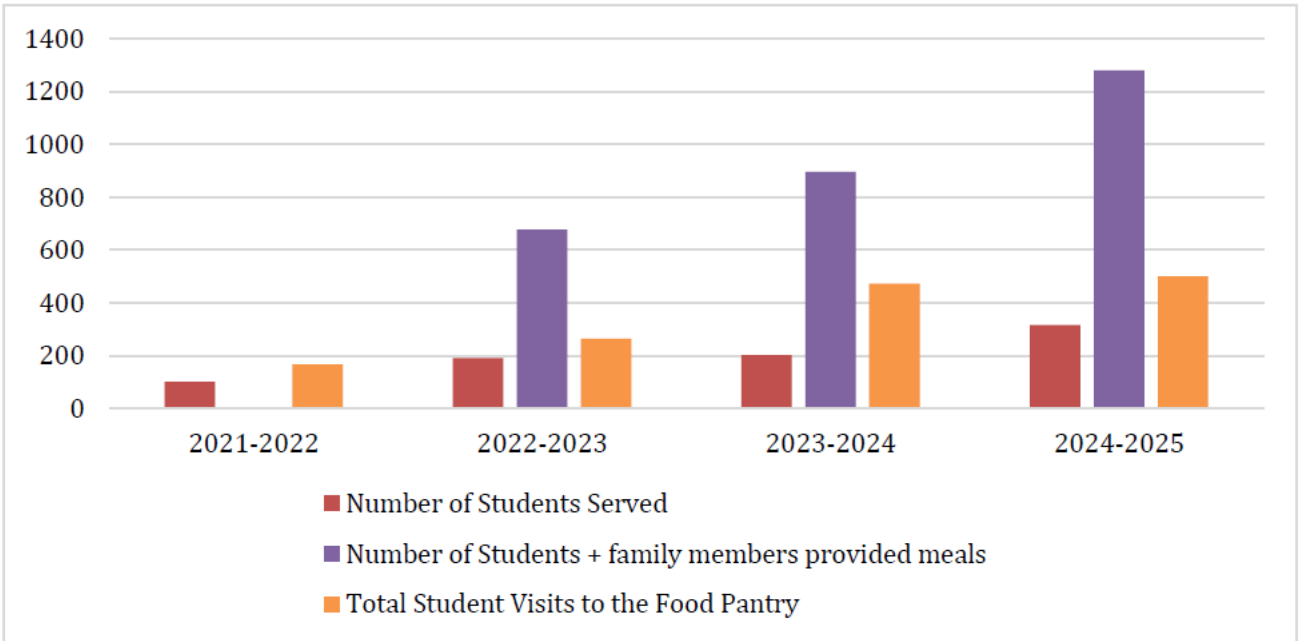
This growth underscores the ongoing challenge of food insecurity as a barrier to both academic persistence and overall well-being. The Food Pantry not only addresses immediate nutritional needs but also supports student stability, retention, and success.

*Moving forward, priorities include:*

- Expanding access to nutritious food options for students and their families.
- Strengthening partnerships with community organizations and local food banks.
- Increasing awareness of the Pantry to ensure that all students in need across all campuses can access support.
- The Food Pantry continues to play an essential role in YC’s commitment to supporting the whole student and reducing barriers to educational attainment.

Food Pantry Utilization FY 2021-2025

**Food Pantry Utilization FY 2021-2025**



**Monitoring Report**  
**Board Policy 206 – Planning**  
**February 2025**

**Policy 206**

The President shall not permit planning that allocates resources in a way that deviates materially from Board-stated College Priorities as set forth in Board Policy 101, risks fiscal jeopardy, or does not enable the long-term ability of the College to achieve Board Priorities.

Accordingly, the President shall not:

1. Operate without a documented, multi-year strategy that can reasonably be expected to achieve Board priorities.
2. Permit Planning that risks any situation or donation described as unacceptable in the Financial Conditions Policy (204)

Multi-Year Strategic Plan

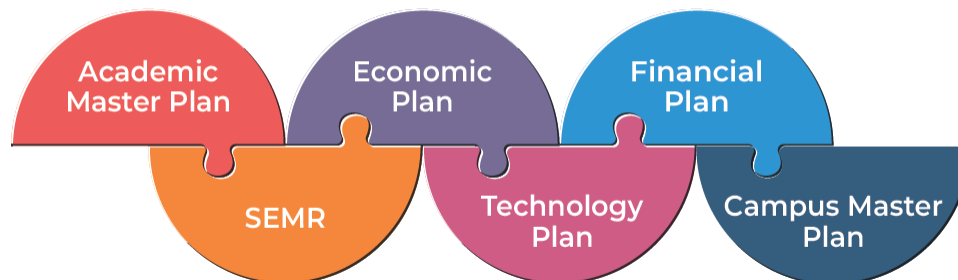
Given the pace of change, the College's practice is to create a rolling three-year plan that is updated annually to ensure it addresses the current environment.

1. Strategic Planning at Yavapai College operates within a Collaborative Planning Framework. As shown in the diagram below, key leadership and planning groups work together to advance a unified vision and shared future. Each group plays a distinct yet interconnected role in shaping, implementing, and sustaining the Strategic Plan.

# Collaborative Planning Framework



- Executive sponsorship is provided by the Chief Operating Officer. The committee is co-chaired by the Associate Dean of Articulation & Transfer and the Director of Strategic Initiatives & Special Projects. The SPC includes members from the Faculty Association, the Staff Association, and the Student Government, ensuring broad input through shared governance. The Strategic Planning Committee (SPC) has representatives from the College's major planning committees, including:



- The SPC employs an evidence-based, collaborative planning process that reviews internal and external information, including:
  - Review of District Governing Board (DGB) Priorities
  - YC Mission, Vision, Values, and current Strategic Plan Initiatives
  - Analysis of institutional KPIs, internal plans, survey results from employees and students
  - Environmental Scan of what is happening in the world around us today, prepared by Institutional Effectiveness & Research
  - The WIN (What Is Next?) Coalition presents potential signals of emerging trends to help the College remain agile and future-ready.

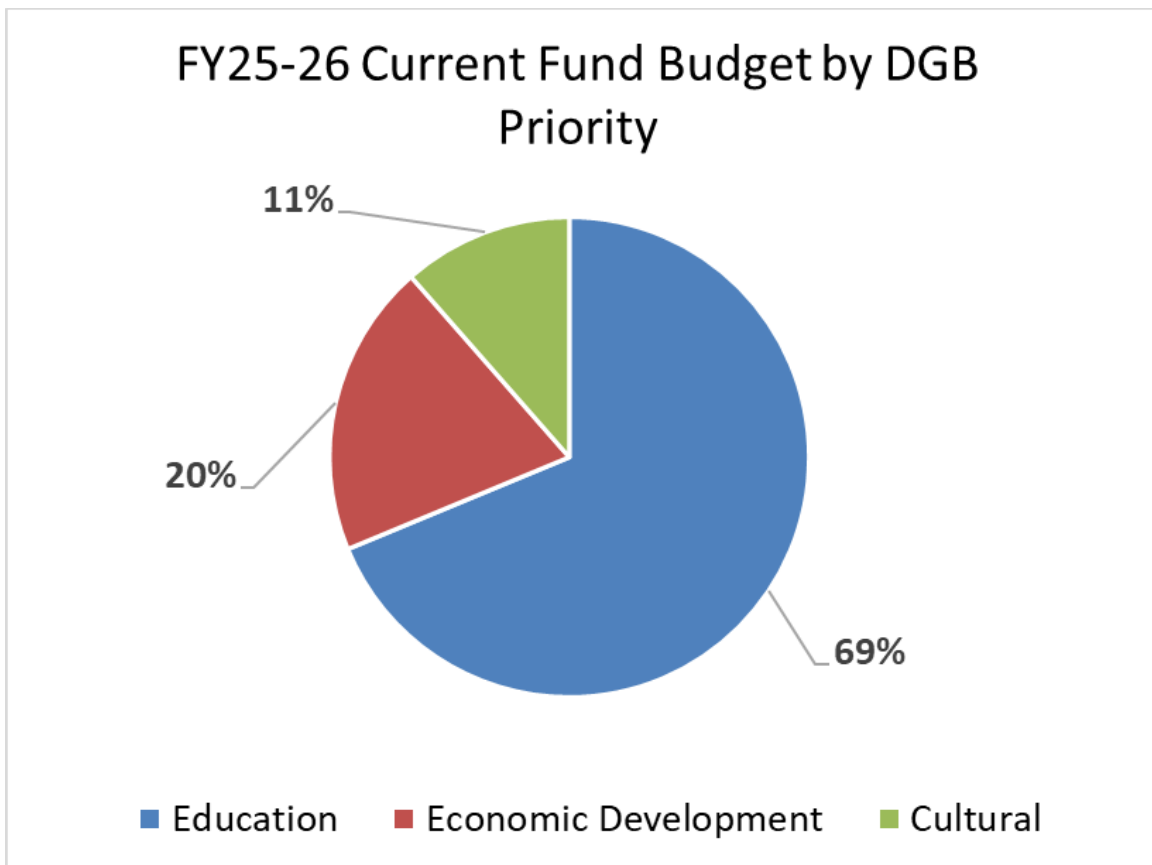
4. The SPC Charter charges the committee with several annual tasks to be accomplished, including

- a comprehensive SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- review—and update as needed—of the College’s Strategic Goals, Initiatives, Objectives and Key Results (OKRs), and Actions.
- review and promote alignment among the College’s various planning teams, ensuring their goals and initiatives support the overarching Strategic Plan
- periodic review of the College’s Mission, Vision, & Values
- Work with SLT to develop and monitor progress on OKR’s

Additional evidence of our Strategic Planning Process can be found on the [Strategic Planning](#) page of the Yavapai College Website. This includes a summary of the [Strategic Plan](#) identifying the College’s updated Goals and Initiatives.

Resource Allocation that aligns with the Board’s Priorities

The following is an estimate of how the College’s General Fund Budget allocates expenses to the Board’s Priorities of Education, Economic Development, or Cultural Enrichment. If a department supports more than one Board priority, its budget was generally divided evenly across the applicable priorities.



Mitigating Financial Risks

As outlined in Financial Conditions, the College has adopted a variety of financial planning best practices to limit risks, including transparency, annual benchmarking exercises, monthly financial reports, healthy contingencies and reserves, conservative budget assumptions, etc.

To help create fiscal transparency, the Chief Operating Officer systematically presents a series of budget-related information to the Board as is documented on our college's budget website. [Yavapai College Budget](#). In addition to the annual budget calendars and most recent budget presentations, the budget website includes a Budget-In-Brief document for the current year's budget, as well as 5 years of YC budgets and 5 years of Certified Annual Financial Reports.

Yavapai College has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for over 20 years in a row. The GFOA established the Certificate of Achievement for Excellence to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that demonstrate transparency and full disclosure. YC has also had unqualified audit opinions during that same timeframe. Likewise, the College has been awarded the GFOA Distinguished Budget Award every year since the FY21-22 Budget, indicating the college met best practice criteria for creating a budget that serves as a policy document, financial plan, operations guide, and communication tool.

#### Long Term Ability to Achieve Ends/ Fiscal Soundness of Future Years

In regard to financial stability, the Board has established fund reserve minimums. As was demonstrated through the Cash Reserves Monthly Reports, these fund reserve targets have been consistently exceeded. Moreover, as has been demonstrated in the annual Budget Book, the College has created contingency expense budgets to cover the eventuality that the revenue targets are not achieved in any given year.

The College maintains an ongoing cycle of environmental scanning as method to anticipate future changes and adjusts plans accordingly. A summary of the Environmental Scan is presented to the Board annually.

As part of the [Annual Budget](#), the College provides five-year projections of Revenues and Expenses to project financial solvency and compliance with the AZ Expenditure Limitation statute. The College also presents its capital budget in a multi-year format to forecast Preventative Maintenance Plans, Equipment Replacement Plans, and Capital Improvement Plans (CIP). Finally, the College presents Debt trends and forecasts.

#### President's Conclusion:

I report compliance.