Yavapai College
District Governing Board
Regular Meeting

Tuesday, February 20, 2024
1:00 p.m.
The meeting location will be open to the public at 12:45p.m. at the latest.

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

Pursuant to Arizona Revised Statutes (A.R.S.) §38-431.02, notice is hereby given to the members of the Yavapai College District Governing Board and to the general public that the Board will hold a public meeting, open to the public as specified below. The Board reserves the right to change the order of items on the agenda. One or more members of the Board may participate in the meeting by telephonic communication.

Pursuant to A.R.S. §38-431.03.A.2, A.3 and A.4, the Board may vote to go into Executive Session, which will not be open to the public, for legal advice concerning any item on the agenda to review, discuss and consider records exempt by law from public inspection, including the receipt and discussion of information or testimony that is specifically required to be maintained as confidential by state or federal law; or to consult with and instruct its attorneys regarding its position on contracts, litigation or settlement discussions. If indicated on the agenda, the Board may also vote to go into executive session, which will not be open to the public, to discuss specific agenda items.

Persons with a disability may request reasonable accommodation, such as a sign language interpreter or closed caption, by contacting the Executive Assistant at (928)776-2307. Requests should be made as early as possible to allow time to arrange the accommodation.

Please note that the meeting conclusion time is included for planning purposes only and does not necessarily reflect the actual time of the agenda item. When regular board meetings, public hearings (both truth in taxation and budget adoption public hearings) and budget adoption special meetings are scheduled for the same date, each hearing or meeting will begin immediately upon adjournment of the preceding hearing or meeting.

If the agenda includes an Open Call, members of the public will have no more than 3 minutes to speak. The time allotted for each speaker may be less than 3 minutes, depending on the number of individuals wishing to address the board at the meeting and the board president's determination of the total time available for open call at the meeting, given the other matters on the board's agenda. *In addition, if there are a number of people who wish to speak about the same issue and who have the same viewpoint about that issue, the board president may direct them to appoint a representative or representatives to speak for the entire group. Members of the board may not discuss items that are not specifically identified on the agenda but that are raised in Open Call. Matters raised during Open Call that are on the current board agenda may be discussed and/or decided by the board at the appropriate time on the agenda.

AGENDA

1. General Functions: Procedural
   a. Call to Order {Time: 1}

   b. Pledge of Allegiance {Time: 1}

   c. Adoption of Agenda – **DECISION** {Time: 1}

   d. Open Call – **INFORMATION** {Time: 10}

2. Study Session
    a. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
        i. College Council – Dr. Douglas Berry, Dr. Janet Nix and Mr. Rodney Jenkins
            1. Faculty Senate – Mr. Bryan Robertson (*Attached)*
            2. Staff Association – Ms. Gwen Payne (*Attached*)
            3. Student Government Association – Mr. Zane Shepard, Vice President of Yavapai College Student Government Association (*Attached*)
        ii. President's Report on Board Policy 206, College Planning - Dr. Clint Ewell (Attached)
        iii. 2023-2024 Yavapai College Continuous Status Faculty – Dr. Douglas Berry (*Attached*)
        iv. Budget to Actual Monthly Reports and Cash Reserves Monthly Reports (*Attached*)

    b. Facility Condition Assessment – Mr. Chad Hancock, Account Manager at Sightlines **– INFORMATION AND DISCUSSION** {Time: 30} (Attached)

    c. Preliminary Capital Budget and Financing – Dr. Clint Ewell, Vice President of Finance – **INFORMATION AND DISCUSSION** {Time: 60}

    d. Board Liaisons' Reports - **INFORMATION AND DISCUSSION** {Time: 10}
        i. Board Spokesperson – Board Chair McCasland
        ii. Arizona Association of Community College Trustee (AACCT) – Board Chair McCasland
        iii. Yavapai College Foundation – Member Steve Bracety

    e. Dates and Time of Future Meetings and Events – **INFORMATION, DISCUSSION, AND DECISION** {Time: 5}
        i. 2023-2024 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats *(Attached)*
        ii. 2023-2024 Dates, Times, and Places of Future College Events *(Attached)*
        iii. 2023-2024 Dates, Times, and Places of Future National, State, and Local Events *(Attached)*

3. Board Business
    a. Executive Session Protocol – Board Chair McCasland – **DISCUSSION AND DECISION** {Time: 15}

    b. Consent Agenda – **DECISION** {Time: 5}
        i. Workshop Meeting Minutes Revised – Tuesday, January 16, 2024 (*Attached*)
        ii. Acceptance of President's Report on Board Policy 206 College Planning
        iii. Receipt of Report on Revenues and Expenditures for November 2023 (*Attached*)
        iv. Receipt of Report on Revenues and Expenditures for December 2023 (*Attached*)
        v. Receipt of Report on Revenues and Expenditures for January 2024 (Attached)

vi.   Revision to Yavapai College District Governing Board Policy 101 – College Priorities (*Attached*)

vii.   Revision to Yavapai College District Governing Board Policy 307 – Board Member Responsibilities and Obligations (*Attached*)

viii.   Revision to Yavapai College District Governing Board Policy 305 – Board Governing Focus & Style (*Attached*)

ix.   Revision to Yavapai College District Governing Board Policy 306 – Board Member Code of Conduct & Ethics (*Attached*)

x.   Revision to Yavapai College District Governing Board Policy 401 – Delegation to and Accountability of President (*Attached*)

xi.   2024-12 Yavapai College District Board Resolution (Attached)

xii.   2024 Yavapai College Sabbatical Leave Request
1. Jason Whitesitt (*Attached*)
2. Nicole Dean (*Attached*)
3. Mark Muchna (*Attached*)

xiii.   Yavapai College Summary of Program Deletion Proposals (*Attached*)
1. Advanced Tax – IRS Enrolled Agent Certificate
2. Equine Care and Management Certificate
3. Medical Assistant Associate of Applied Science

xiv.   Yavapai College Summary of New Program Proposals (*Attached*)
1. Bachelor of Science in Business with Digital Marketing Concentration
2. Foundations of Leadership Certificate
3. Media and Extended Realities Certificate
4. Agriculture Technology Management Certificate
5. Media Editing and Post-Production Certificate
6. Script Supervisor Certificate
7. Women's Health Imaging Certificate

xv.   Yavapai College Summary of New Program Proposals (*Attached*)
1. Legal Paraprofessional Certificate – Juvenile Dependency Concentration

4.   Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}

Faculty Association Update

February 2024 Update

Presenter: Bryan Robertson, Co-Chair

Jerald Monahan (Director: Administration of Justice Studies, YC Justice Institute)

- Federal COPS grant on positive police reform and de-escalation training program for entire Southwest
- Law and Justice Club scheduled tours of FBI headquarters and Arizona Department of Public Safety Crime Lab
- w/ Dr. Brandelyn Andres: Coordination of AmeriCorps student intern program
- Certified Protective Factors Trainers (Prevent Child Abuse Arizona), including organizing Northern Arizona Thriving Families Conference (April 4-5, 2024)
- In conjunction with YC Respect Campaign, Community Peace Forum (6-8pm)
- Faculty of the Year for Pacific region from the Association of Community College Trustees (October 2023)

5 of 200

Robert Smith (Welding)

- Assisting students engage in community service projects, such as welding a winch mount on a car hauling trailer.

Division 4

Andrew Winters (Philosophy)

- Presenting at the American Philosophical Association Central Division Meeting February 21st, New Orleans as part of a Colloquium on Social and Political Philosophy.

- Consulting Prescott Launchpad's Teen Advisory Council and their Better Together Program to assist their work to engage in civil discourse and encourage respect for differences.

In December 2023, the YCSA:

Hosted the Winter Celebration **on the Prescott and Verde Valley campuses.**

There were 161 attendees in Prescott and 54 in Verde Valley.

We created the very first YC *Angel Tree* for YC families in need.

❖ Provided over **160** presents to children of Yavapai College students

❖ Served **3** Verde Valley families including a single mom with 6 children

❖ Provided gifts for **13** children at the Clarkdale-Jerome school district

YAVAPAI COLLEGE STAFF ASSOCIATION
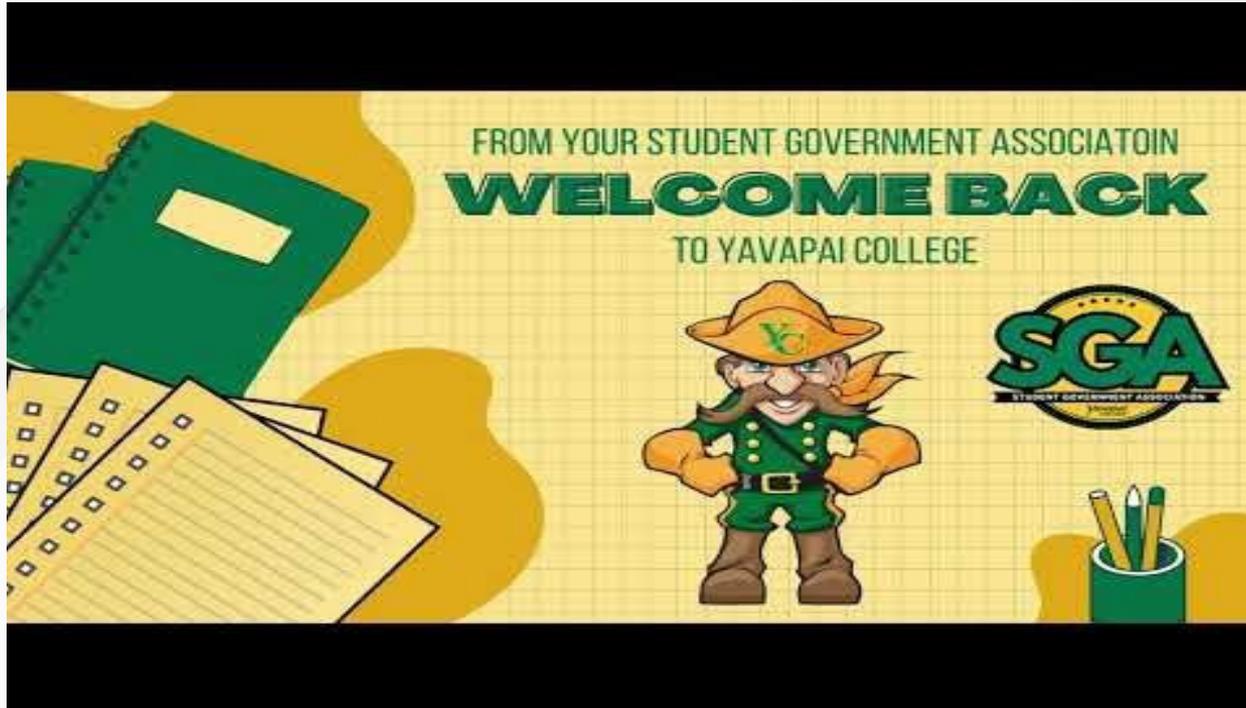
We created a Food Drive for families in need.

We served 47 YC College families with dinner boxes and gift cards to Fry's.

Yavapai College Student Government Association Update

Spring Semester

SGA Elections

- ➢ Applications Open 1/31 – Close 3/1
- ➢ Campaign starts 1/31
- ➢ Voting 3/18
- ➢ Results Announced 4/8

DC Trip with YC Leadership

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. Chaired by the Executive Director of Institutional Effectiveness, Research and Grants (IERG), the core membership of the Strategic Planning Committee includes membership from the major planning committees within the college, including:

2. The committee reviews a variety of internal information including the DGB Priorities, YC Mission, Plans and KPI's, as well as employee and student survey results. In addition, the committee reviews a variety of external information including articles, books, reports, videos, and an Environmental Scan prepared by IER.

3. Using this information, they conduct a SWOT (Internal Strengths and Weaknesses, External Opportunities and Threats) analysis of YC

4. They conclude with an annual review—and update if needed—of YC's Strategic Goals and Actions.

STRATEGIC PLANNING COMMITTEE — CURRENT STATE — EXTERNAL SCAN — SWOT ANALYSIS — STAKEHOLDER FEEDBACK — STRATEGIC GOALS AND ACTIONS
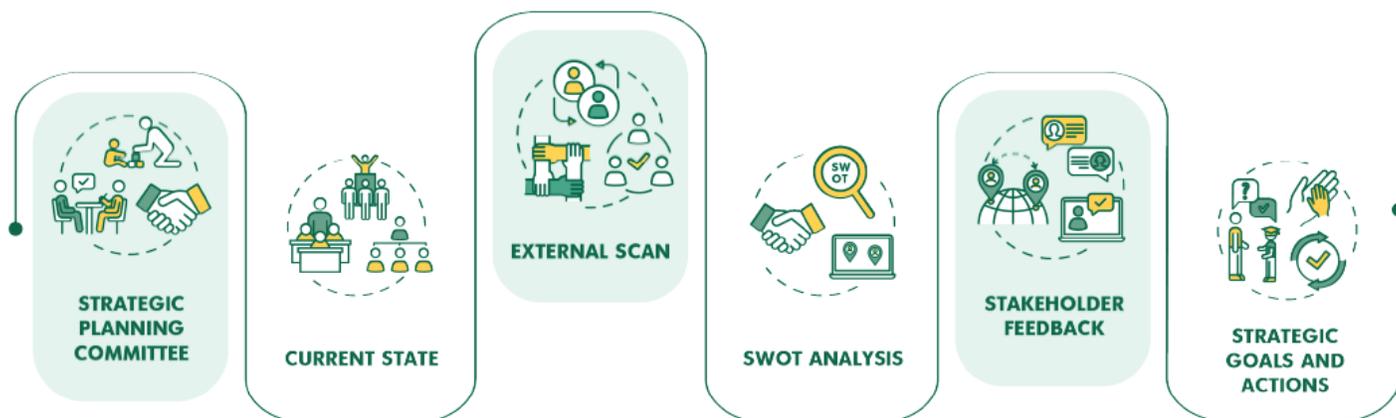
Strategic Priorities to be accomplished as part of our FY24-26 Strategic Plan include

FY25 Strategic Priorities	Belonging	Living Wage	Adult Learners	Delivery
Expand Health Science Programs		X		
Co-award non-credit and credit			X	X
Improve Credit for Prior Learning options			X	
Expand workforce training		X	X	
Implement ERP upgrade	X			
Integrate Artificial Intelligence and Virtual Reality into programs				X
Expand OER, Low Cost and No Cost Resources				X
Implement best practices for online courses				X
Expand Early College Opportunities	X			X
Enhance basic student needs support	X			
Prison Education Program	X		X	

Additional evidence of our Strategic Planning Process can be found on the Strategic Planning page of the Yavapai College Website.

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. In the case where a department supports two ends, the budget was typically split evenly.

FY23-24 Current Fund Budget by DGB End

Legend: Education (67%), Economic Development (20%), Cultural (13%)
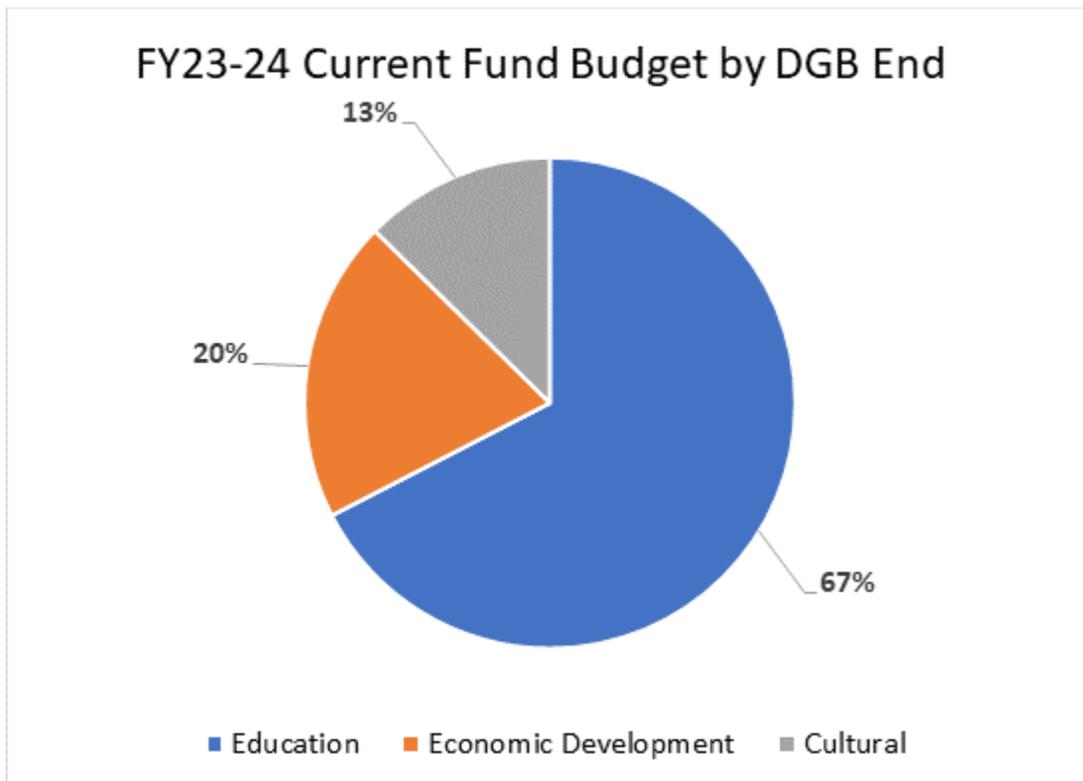
Mitigating Financial Risks
As outlined in Financial Conditions, the College has adopted a variety of financial planning best practices to limit risks including transparency, annual benchmarking exercises, monthly financial reports, healthy contingencies and reserves, conservative budget assumptions, etc.

To help create fiscal transparency, the Vice President of Finance & Administrative Services 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 presentation every year since FY21-22 Budget indicating we 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, even as the Board increased Reserve targets in the middle of FY21. 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 on-going cycle of environmental scanning as method to anticipate future changes, and adjusts plans accordingly. The Scan is shared with the Board annually.

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.

President's Conclusion:
I report compliance.

Megan Vandermeer

Megan has been a nurse for 16 years, spending 9 years as a bedside nurse with her primary experience in L&D, postpartum, and well newborn nursery, working for CHS & Banner Health systems. After she obtained her master's degree in nursing leadership, she left the bedside and spent 5 years as a Nurse Education Specialist for Banner Health. In the last 2.5 years at Yavapai College, Megan taught NSG 155 Pharmacology for Nursing II, NSG 250 Maternal/Child Theory, NSG 280 Professional Nursing Concepts, and multiple nursing clinical sections (NSG 142, NSG 152, NSG 242, and NSG 272). She also had the opportunity to participate in and teach in the YC Bachelor of Science in Nursing Program. Megan is excited to be here at YC and looks forward to contributing to nursing education and the growth of YC students.

Aaron Rodriquez

Aaron was born in Cottonwood, AZ in 1982. He spent his entire life residing in the Verde Valley area. Aaron is a father to a wonderful daughter. He is an outdoorsman, an athlete, a fitness junkie, a personal trainer as well as the son of a college professor, just to name a few things. If anyone told Aaron five years ago that he would be where he is today, he would not have believed them. As a child, Aaron's father owned a body shop in Clarkdale, AZ. When Aaron left the shop to go into the construction industry, people asked him why he didn't follow in his father's footsteps? Aaron could not answer that question. When his father sold his shop, he began teaching Auto at Yavapai college at CTEC. So, by achieving this milestone in his career, Aaron is finally following in his father's footsteps. He could not be more excited, and he thanks you all so much.

Be More

Sara Cooper

Sara Cooper comes to Yavapai after teaching in Texas for 30 years. While in the Dallas area, she taught in high schools and community colleges. While teaching in high school, she also coached basketball and volleyball. Sara is an avid sports fan and was lucky enough to hold the Stanley Cup when the Dallas Stars won in 1999. Since coming to Yavapai, Sara has served as a faculty mentor for Students of Leadership and as a co-advisor for the Beta Gamma Pi chapter of Phi Theta Kappa.

Mike Schaible

Mike Schaible was part owner of a machine shop in Chino Valley where he ran the engineering and inspection departments. He started working in the machine shop at the early age of ten and ran his first CNC machine when he was thirteen. Whether it be collaborating, communicating, or connecting, he will always treasure his time spent in the family business. He loved what he did and was anxious to pivot and do something he has always wanted to do, teach. He endeavors to pass his wisdom on and educate future machinists in a classroom setting. Mike brings with him 30 years of skill and expertise from an industrial perspective in a work environment.

Mike's been married for 24 years. They reside in Chino Valley. They have two children who still like to hang out with him. He enjoys biking and hiking the trails of Prescott.

Be More

Kyle Russ-Navarro

Kyle grew up in the Silicon Valley and attended UC Berkeley for his undergraduate and graduate degrees in mathematics. Initially motivated to become a mathematics researcher, Kyle realized in his doctoral program that he found teaching more fulfilling and left the program to begin adjunct teaching at Sante Fe College in Florida. Kyle joined the YC team in the summer of 2020 as a provisional faculty member where he immediately began converting classes to be OER, which he continues to do out of a belief in the freedom of access to knowledge. With a passion for his job, dedication to his students, and love of Prescott, Kyle hopes to live out his life in this beautiful city as a member of the Yavapai College team.

Josh Hoover

Steven Hoover, better known as Josh, teaches Commercial driving at Yavapai College, and has been in the industry for more than 24 years. In addition to driving both locally and over-the-road, Josh worked as a material mover, mechanic, dispatcher, and in human resources. As Josh moved toward into his fourth year at the college, he looked forward to growing this program with more trucks and faculty to better serve the needs of our town and the state.

Josh is proud he served his country in the Marine Corps. However, he is even happier being the father of four children. His kids, three boys and one girl, keep him more than busy. Josh is active in the community with his boys, coaching a local football team for the past six years and serving on the youth football board. He also coached little league baseball and soccer, and then helped his kids get into wrestling. Hopefully, his youngest will be as excited to compete as Josh is.

Kim Gould, DNP, RN, FNP-C, MSCP

Kim is a native of Arizona and grew up in Camp Verde. She received her nursing degree from Phoenix College in 1981 and worked at Marcus J. Lawrence Memorial Hospital until 2000 when it became part of Northern Arizona Healthcare. She completed a bachelor's degree in nursing in 1990, a master's in nursing and family nurse practitioner degree at Northern Arizona University in 2000, and a doctorate in nursing practice from Arizona State University in 2011. Her teaching career started at NAU where she taught in their graduate nursing programs, coordinated the FNP and DNP programs, and managed a grant project that funded nurse preceptors. Her teaching interests included pharmacology, primary care, and evidence-based practice. In 2020 she took a position at Yavapai College on the Verde Campus where she teaches didactic and clinical course to 1st and 2nd year students. She enjoys the connection you can develop with students then teaching at a community college and considers it a privilege to be part of training the next generation RNs.

Allen Magarrell

Allen Magarrell would like to thank you for this great honor. 18 years ago, Allen took a break from a career in management and moved to the Prescott area. In 2016, he enrolled in the prestigious Yavapai College Gunsmithing program. That decision changed his life. He graduated at the top of his class, but more importantly, he helped many of his fellow students with their projects and their goals. Along the way, Allen realized that teaching was one of the most rewarding endeavors one could do. He was hired first as a tutor in 2018, then as an adjunct, and never looked back. He considers himself to be extremely lucky to have the opportunity to teach and inspire future generations of students, not only in gunsmithing, but in life.

Gillian Troxel, MSN, RN

Gillian pursued the nursing profession straight out of high school and obtained a Diploma of Nursing in 1985 in New Zealand where she was born and bred. She worked as an RN in New Zealand and then traveled overseas and over the years have worked in England, Saudi Arabia, Australia and now the United States. Gillian enjoyed participating in mission trips to Nepal, Peru, Guatemala, Fiji, Mexico and plan to do more. She obtained her Bachelor of Nursing, Master of Health Sciences in Nursing, and is now halfway through a Doctor of Education in Nursing Education degree. Gillian realized that she loved learning and decided to try to teach nursing in 2021. She was fortunate to obtain a full-time faculty position at Yavapai College. It is the most rewarding job she has ever had in her life, and she loves helping students believe in themselves so they can reach their fullest potential. In her spare time, Gillian enjoys jogging, hiking, and mountain biking in the outdoors of beautiful Arizona with her husband Jim and dog Roxy.

Be More

Bob Moon

Bob has been involved in the automotive world for 35 years. He has worked in a machine shop and owned his own businesses in vehicle performance, repair, and restyling. He also worked in the technology world in system integration and leadership positions. He came to Yavapai as an adjunct professor for auto upholstery and brakes back in 2014 and joined the College full time in the fall of 2021.

He thoroughly enjoys sharing his knowledge with others, and teaching has always been a passion. He enjoys spending time with his wife and daughter, watching movies, hiking, riding motorcycles, exploring off road trails, and generally taking in his surroundings whenever the opportunity arises.

Jerald Monahan

Jerald Monahan has served the public safety community for over four decades, including leadership positions as the Chief Deputy of the Pinal County Sheriff's Office, the Chief of Police for the City of Apache Junction and Prescott and service as the Chief of Police for the Yavapai Community College District. In June of 2021, Chief Monahan became the Program Director of the Administration of Justice Studies (AJS) program at Yavapai College. As the AJS program director, he oversees the operation of the Northern Arizona Regional Training Academy (NARTA) which is located on the Yavapai College Prescott Campus and serves as a faculty member teaching Administration of Justice Studies courses. He is also the Director of the newly created Yavapai College Justice Institute.

In addition to those leadership positions, Chief Monahan has served as the Chairperson for the Arizona Governor's Commission to Prevent Violence Against Women; the Board President for End Violence Against Women International; the Board Chair for the Community Alliance Against Family Abuse and the President of the Arizona Police Chiefs Association.

Chief Monahan holds a Master's degree in Leadership and a Bachelor's degree in Public Safety Administration both from Grand Canyon University. He is a graduate of the FBI National Academy, the 230th Session.

Yavapai College
Budget to Actual Status by Fund

November 2023

The President's Monthly report below provides a brief financial status of each of the District's five funds as of November 30, 2023.

Source: Monthly Revenue and Expenditure
Financial Reports

General Fund

As of November 30, 2023, the General Fund has a surplus of $2,505,100. This is primarily the result of a significant amount of tuition and fee revenues being recorded for the spring 2024 semester and will even out over the six few months. In addition, interest income is exceeding budget by a large amount. This is a result of short-term interest rates being at a fifteen year high due to the recent Fed tightening.

For the fiscal year ended June 30, 2024, the General Fund is projected to be within budget.

Auxiliary Fund

As of November 30, 2023, the Auxiliary Fund has a surplus due to the collection of most of the spring 2024 semester room revenues. This will even out over the next six months. For the fiscal year ended June 30, 2024, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund`

As of November 30, 2023, the Unexpended Plant Fund has a deficit of $439,000 due to a significant amount of Capital Improvement and Preventative Maintenance projects being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

For the fiscal year ended June 30, 2024, the Unexpended Plant Fund is projected to be within budget

Restricted Fund

The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of November 30, 2023, the Restricted Fund has a small surplus and is expected to be within budget for the fiscal year.

Debt Service Fund

The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of November 30, 2023, there were no variances from budget.

Yavapai College
Cash Reserves
November 2023

The President's monthly report on cash reserves below displays the District's reserves at November 30, 2023, in relation to the District Governing Board's (DGB) reserve requirements.

<u>Source</u>: Banner Finance

Educational & General and Auxiliary Fund Reserve November 2023
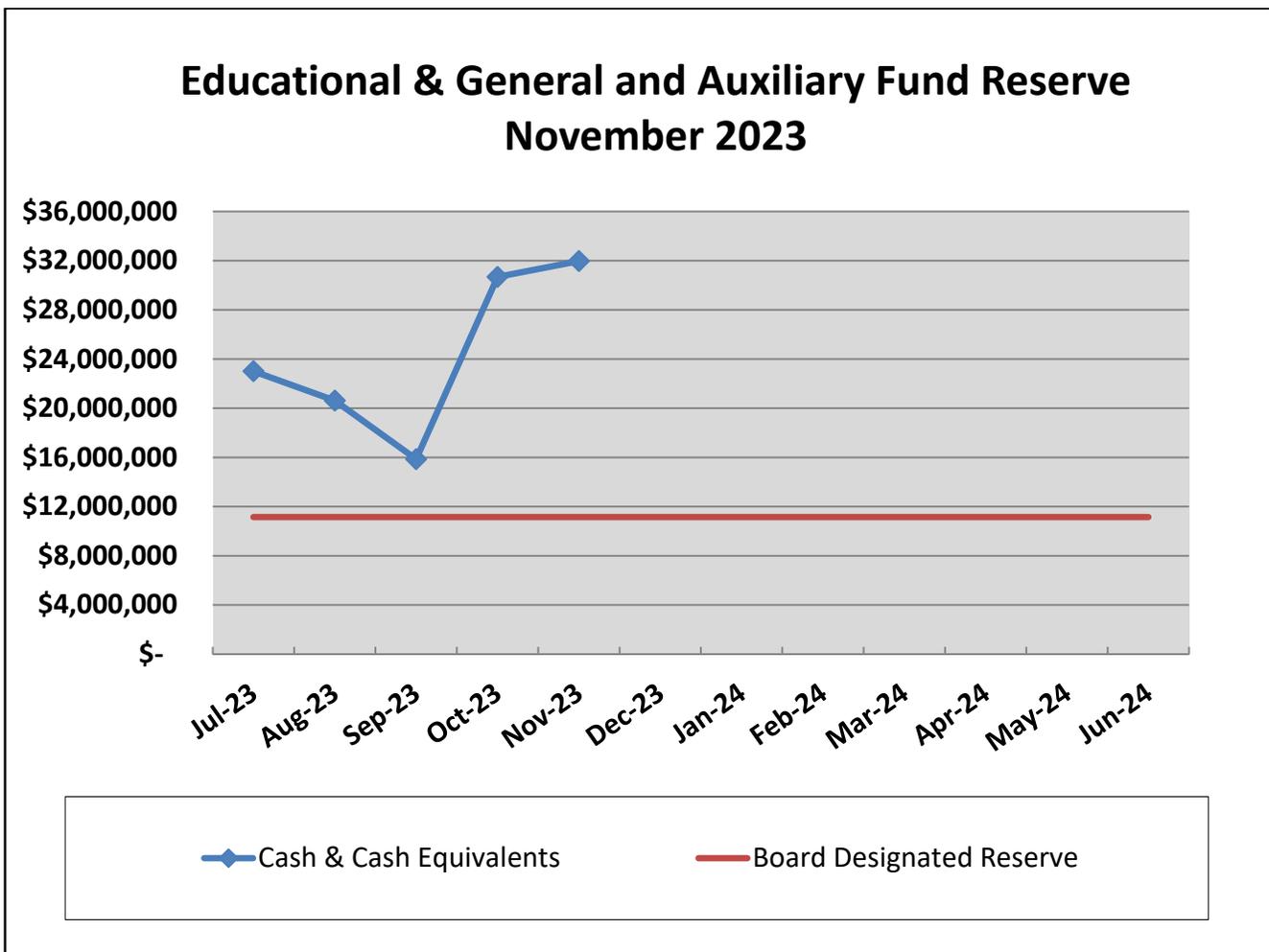
Current Fund Reserves shall not drop below seventeen percent (17%) of the operating budgets.

As of November 30, 2023, Current Fund reserves have exceeded the DGB's reserve requirements.
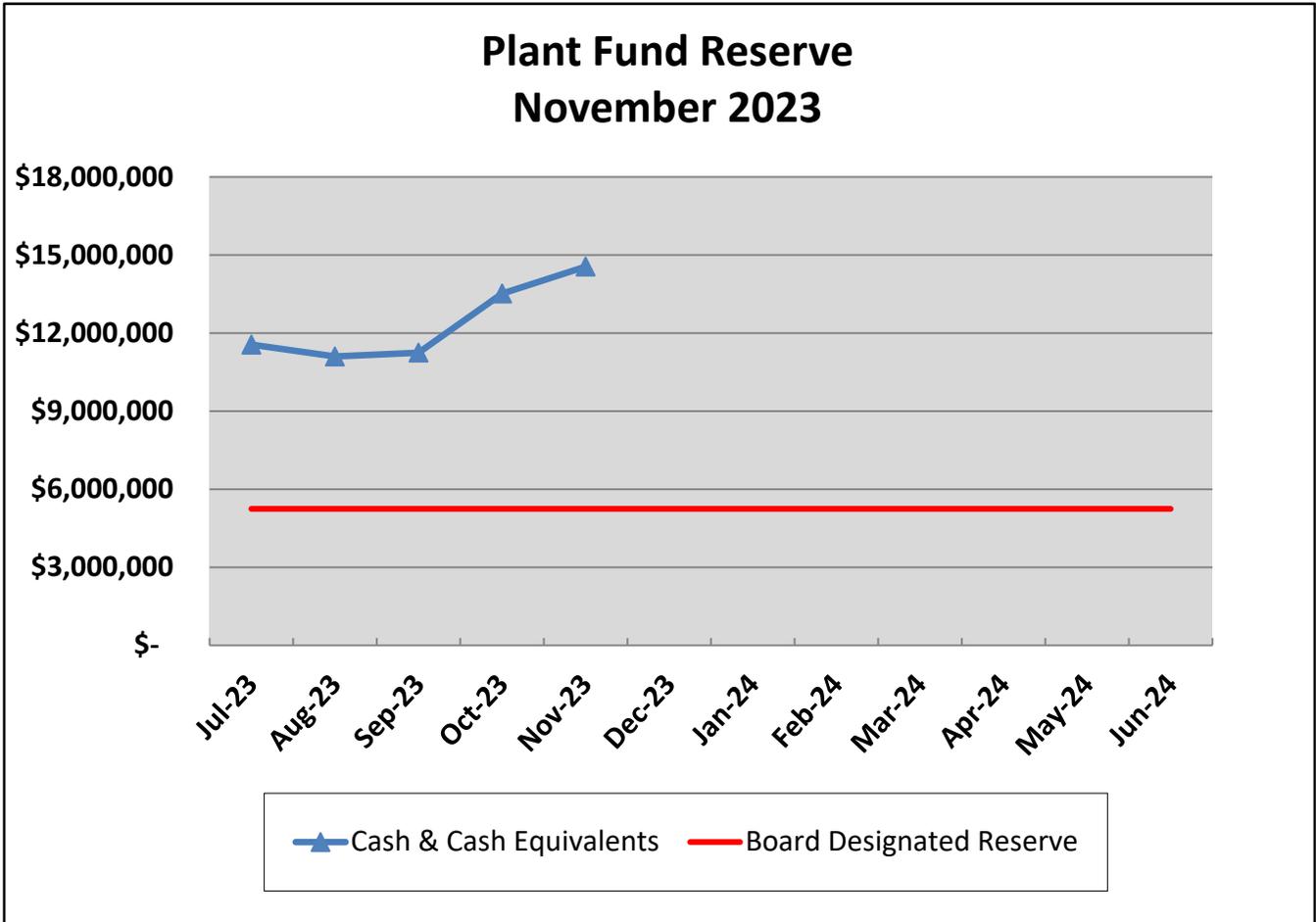
Plant Fund Reserve
November 2023

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

As of November 30, 2023, Plant Fund reserves have exceeded the DGB's designated reserve.

Yavapai College
Budget to Actual Status by Fund

December 2023

The President's Monthly report below provides a brief financial status of each of the District's five funds as of December 31, 2023.

Source: Monthly Revenue and Expenditure Financial Reports

General Fund

As of December 31, 2023, the General Fund has a surplus of $3,172,400. This is primarily the result of a significant amount of tuition and fee revenues being recorded for the spring 2024 semester and will even out over the six few months. In addition, interest income is exceeding budget by a large amount. This is a result of short-term interest rates being at a fifteen year high due to the recent Fed tightening.

For the fiscal year ended June 30, 2024, the General Fund is projected to be within budget.

Auxiliary Fund

As of December 31, 2023, the Auxiliary Fund has a surplus due to the collection of most of the spring 2024 semester room revenues. This will even out over the next six months. For the fiscal year ended June 30, 2024, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund`

As of December 31, 2023, the Unexpended Plant Fund has a deficit of $379,800 due to a significant amount of Capital Improvement and Preventative Maintenance projects being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

For the fiscal year ended June 30, 2024, the Unexpended Plant Fund is projected to be within budget

Restricted Fund

The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of December 31, 2023, the Restricted Fund has a small surplus and is expected to be within budget for the fiscal year.

Debt Service Fund

The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of December 31, 2023, there were no variances from budget.

Yavapai College
**Cash Reserves**
December 2023

The President's monthly report on cash reserves below displays the District's reserves at December 31, 2023, in relation to the District Governing Board's (DGB) reserve requirements.

Educational & General and Auxiliary Fund Reserve December 2023
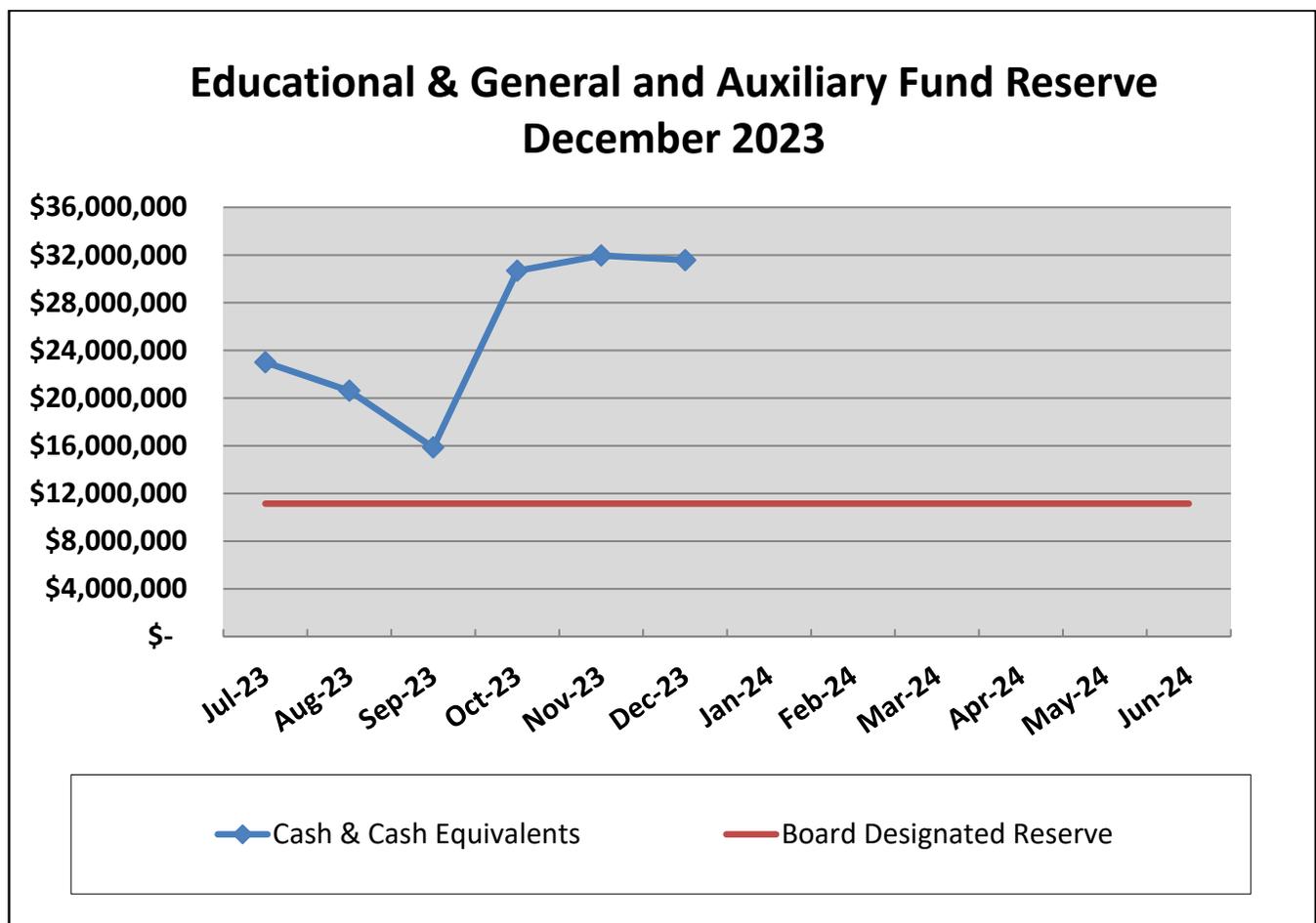
Current Fund Reserves shall not drop below seventeen percent (17%) of the operating budgets.

As of December 31, 2023, Current Fund reserves have exceeded the DGB's reserve requirements.
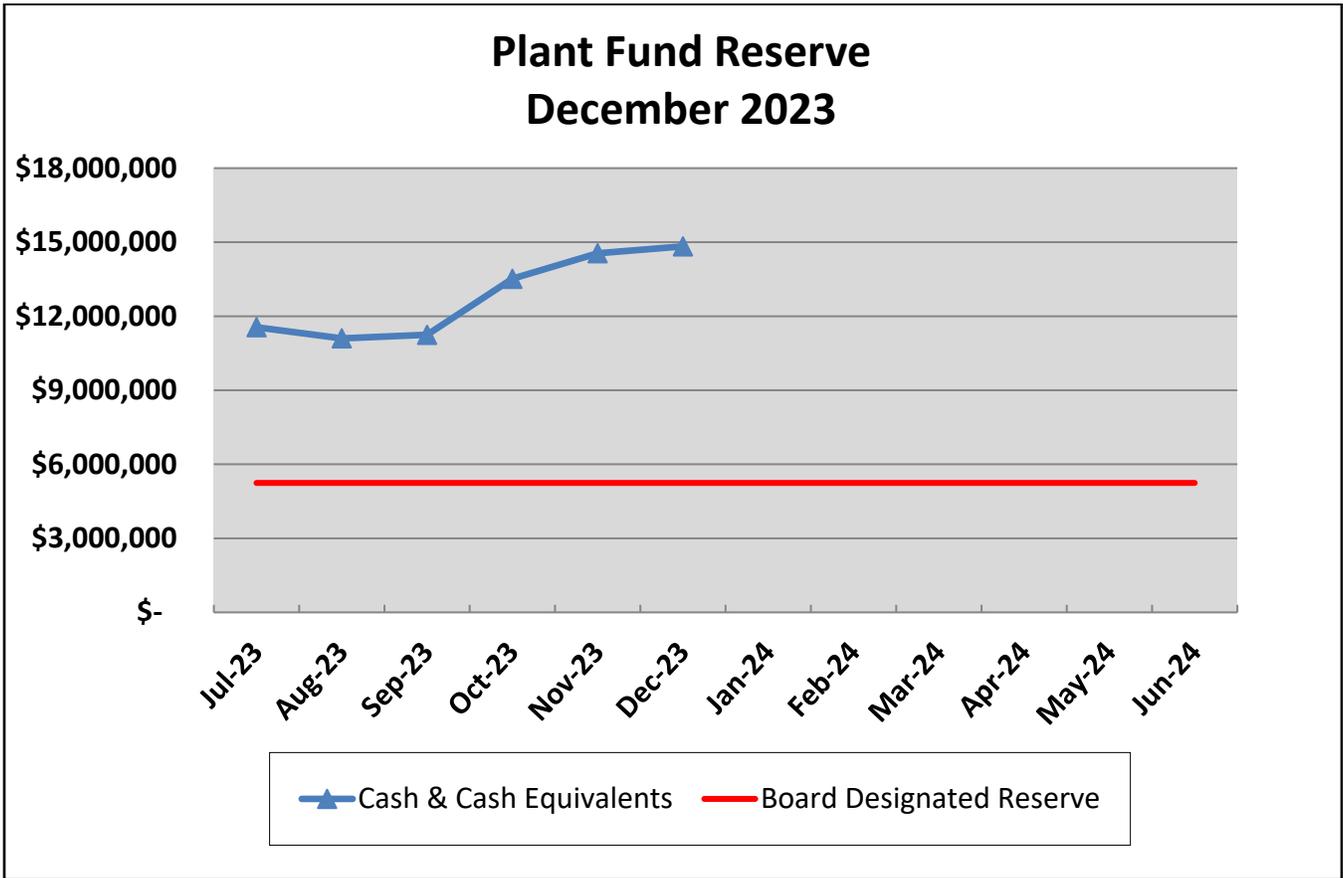
Plant Fund Reserve
December 2023

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

As of December 31, 2023, Plant Fund reserves have exceeded the DGB's designated reserve.

Yavapai College
Budget to Actual Status by Fund

January 2024

The President's Monthly report below provides a brief financial status of each of the District's five funds as of January 31, 2024.

Source: Monthly Revenue and Expenditure Financial Reports

General Fund

As of January 31, 2024, the General Fund has a surplus of $4,949,100. This is primarily the result of a significant amount of tuition and fee revenues being recorded for the spring 2024 semester and will even out over the next few months. In addition, interest income is exceeding budget by a large amount. This is a result of short-term interest rates being at a fifteen year high due to the recent Fed tightening.

For the fiscal year ended June 30, 2024, the General Fund is projected to be within budget.

Auxiliary Fund

As of January 31, 2024, the Auxiliary Fund has a surplus due to the collection of most of the spring 2024 semester room revenues. This will even out over the next several months. For the fiscal year ended June 30, 2024, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund`

As of January 31, 2024, the Unexpended Plant Fund has a surplus of $117,800. For the fiscal year ended June 30, 2024, the Unexpended Plant Fund is projected to be within budget.

Restricted Fund

The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of January 31, 2024, the Restricted Fund has a modest surplus and is expected to be within budget for the fiscal year.

Debt Service Fund

The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of January 31, 2024, there were no variances from budget.

Yavapai College
Cash Reserves
January 2024

The President's monthly report on cash reserves below displays the District's reserves at January 31, 2024, in relation to the District Governing Board's (DGB) reserve requirements.

<u>Source</u>: Banner Finance

Educational & General and Auxiliary Fund Reserve
January 2024

Legend: ◆ Cash & Cash Equivalents — Board Designated Reserve
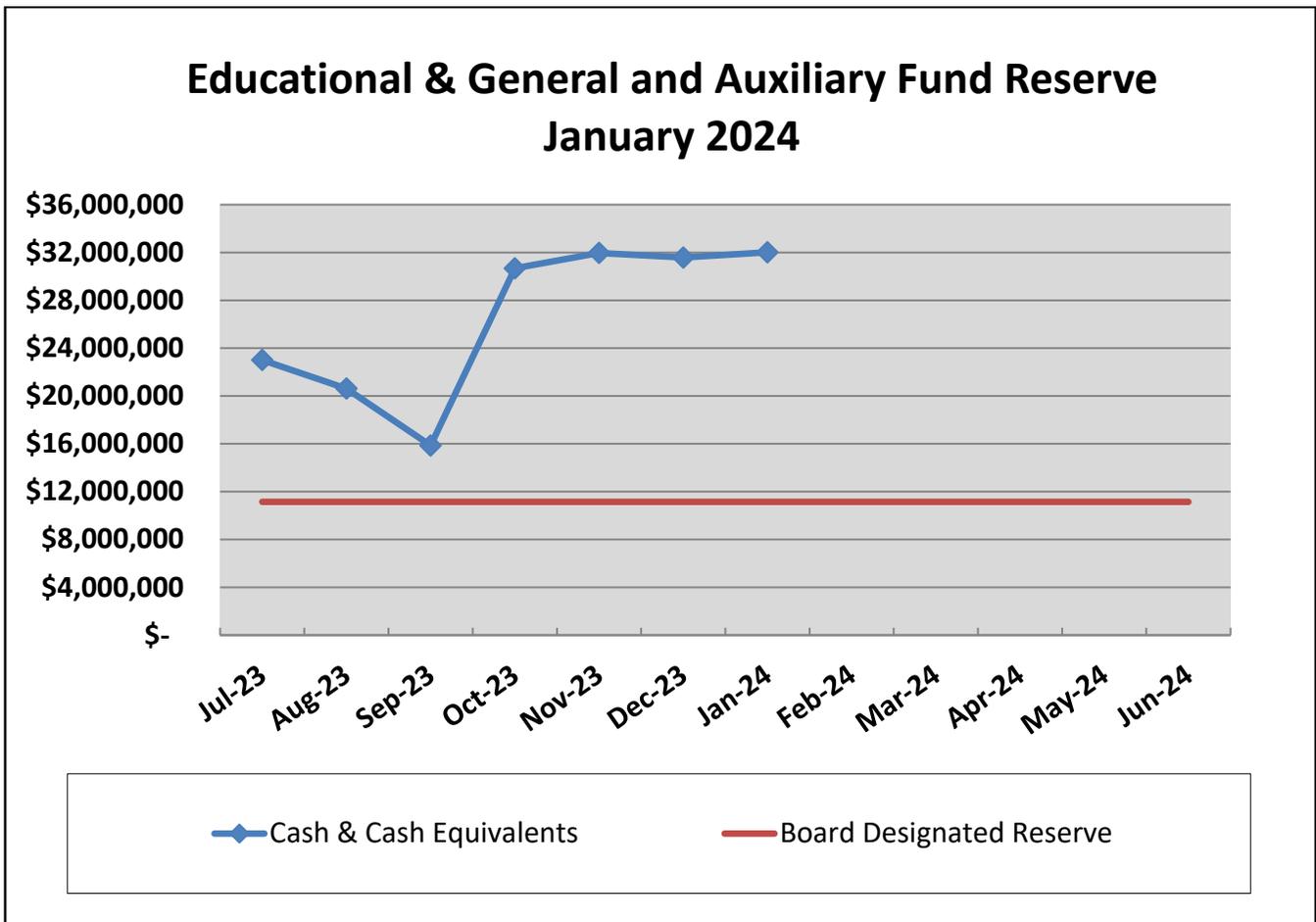
Current Fund Reserves shall not drop below seventeen percent (17%) of the operating budgets.

As of January 31, 2024, Current Fund reserves have exceeded the DGB's reserve requirements.
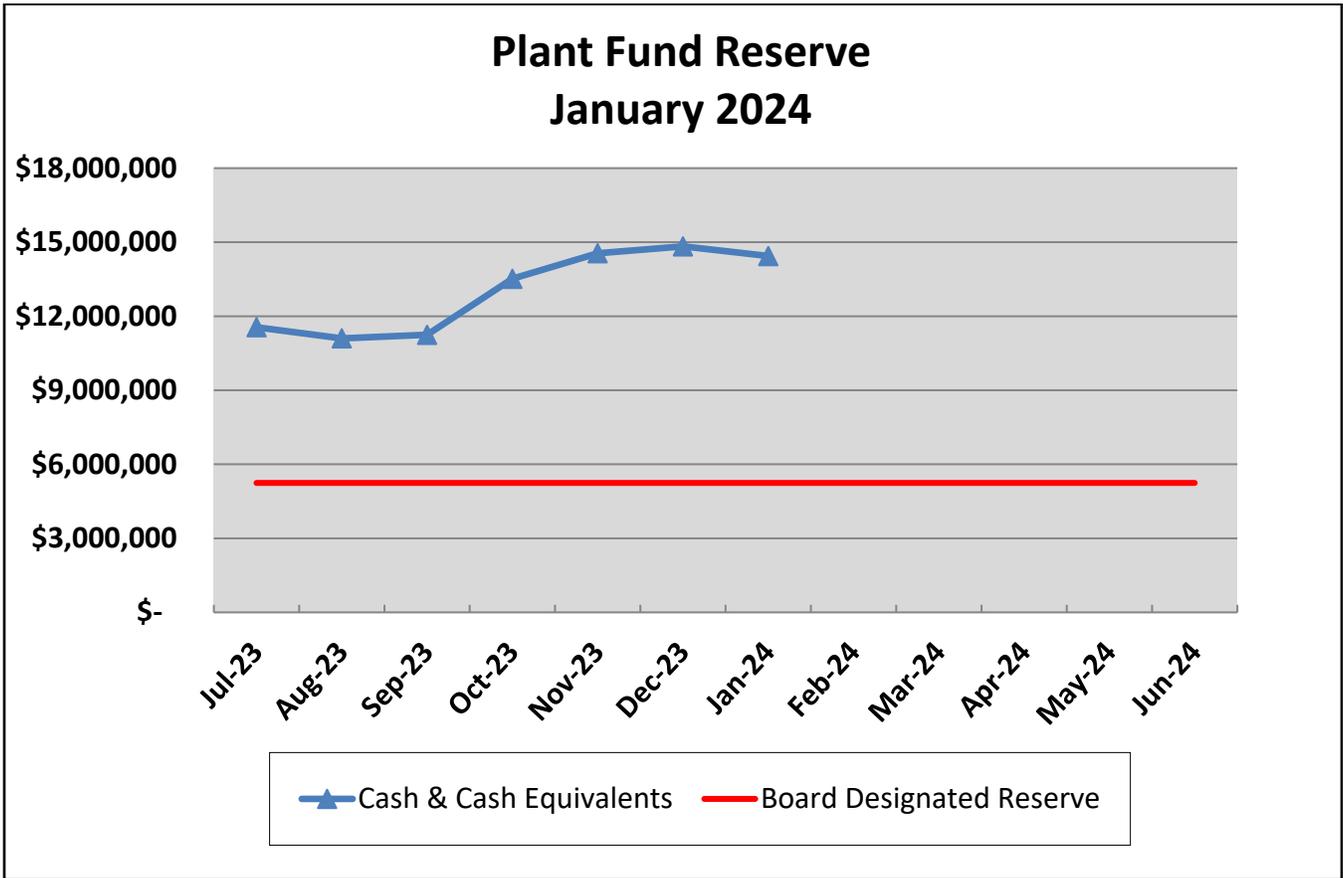
Plant Fund Reserve
January 2024

Chart showing Cash & Cash Equivalents (blue line with triangle markers) and Board Designated Reserve (red horizontal line) from Jul-23 to Jun-24.

Y-axis values:
- $18,000,000
- $15,000,000
- $12,000,000
- $9,000,000
- $6,000,000
- $3,000,000
- $-

X-axis months: Jul-23, Aug-23, Sep-23, Oct-23, Nov-23, Dec-23, Jan-24, Feb-24, Mar-24, Apr-24, May-24, Jun-24

Legend: —▲— Cash & Cash Equivalents   —— Board Designated Reserve

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

As of January 31, 2024, Plant Fund reserves have exceeded the DGB's designated reserve.

Benchmarking

State of Facilities in Higher Education

A Call for Adaptability and Transformative Action

GORDIAN

10th edition

Yavapai College

FY23 Facilities Assessment & Planning Update

FY23 Assessment Key Takeaways

- Inflation impacts the overall need in 2023 by 8%

- The total 10-year need increased from $42M to $45M, as older building hit life-cycle renewals

INTERNAL

Future Need Driven By Age Profile

Past renovations are now reaching their next life-cycles

Campus GSF by Year

58% of YC's campus was built or renovated between 2004 to 2014. Major systems within those spaces have now aged into the 10-year planning window. Large amounts of space the same age leads to sizable swings of need in the next 5 to 10 years.

Yavapai Renovation Age

GORDIAN®
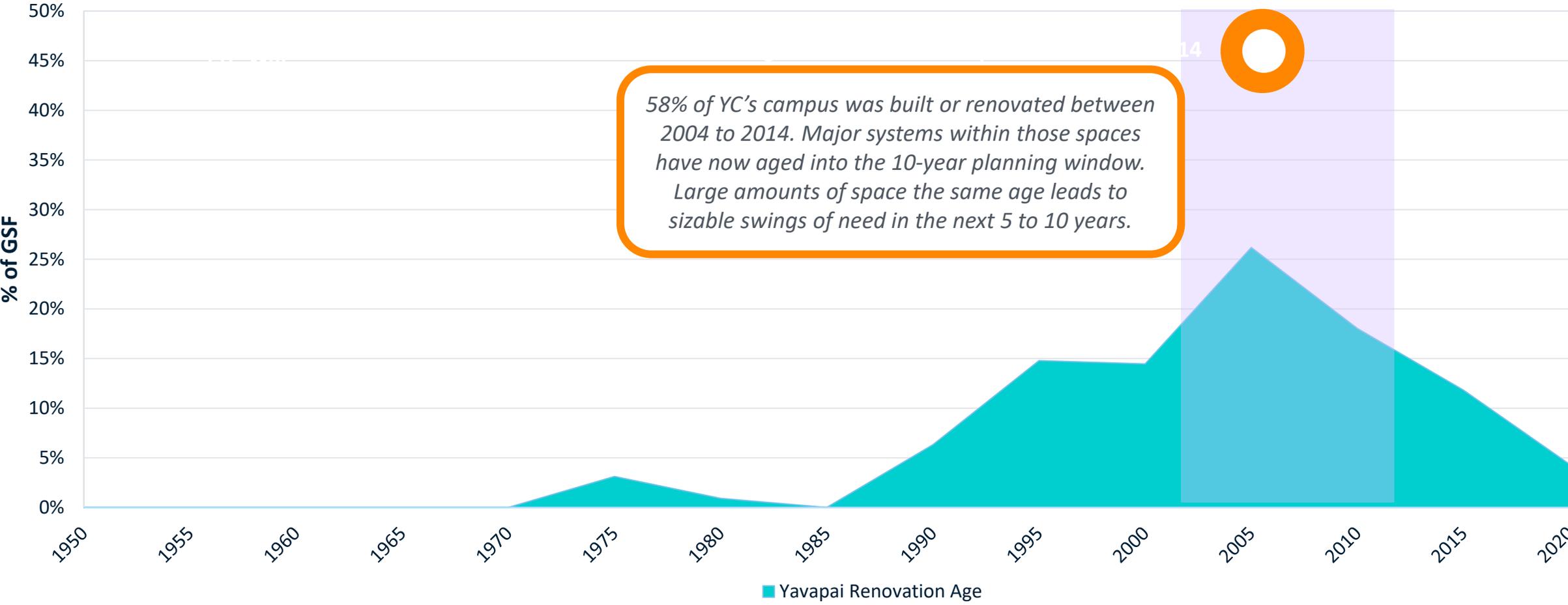
Categorize to Highlight the Value of Each Project

Yavapai COLLEGE

Define Work Classification
- Repair/Maintenance
- Modernization
- Infrastructure

What is the Work?

Define Project Classifications
- Reliability
- Asset preservation
- Program improvement
- Economic operations
- Safety/Code

What is the Impact?

Define Project Timeframe
- Backlog: Past Due
- A: 1-3 Years
- B: 4-7 Years
- C: 8 -10 Years
- X: Beyond 10 Years

When should the work be done?

Summary of findings is focused on the next 10 years of investment needs

INTERNAL

GORDIAN®

Total 10-Year Need by Timeframe

Total 10-Year Need

Total Need, $ in millions

- 2022: $42
- 2023: $45

Need by Timeframe

Total Need, $ in millions

	2022	2023
Backlog	$5.0	$5.5
A (1-3 Years)	$10.0	$10.7
B (4-7 Years)	$15.4	$20.4
C (8-10 Years)	$11.7	$8.6
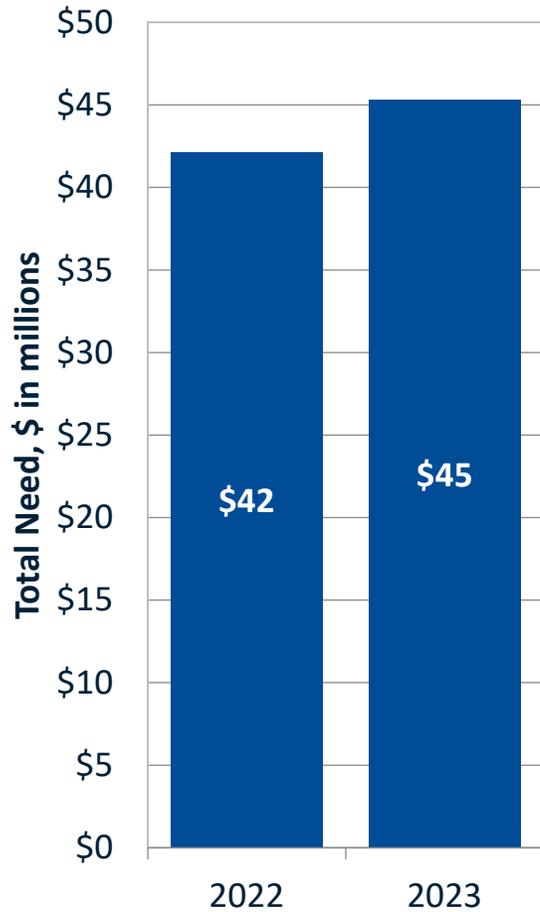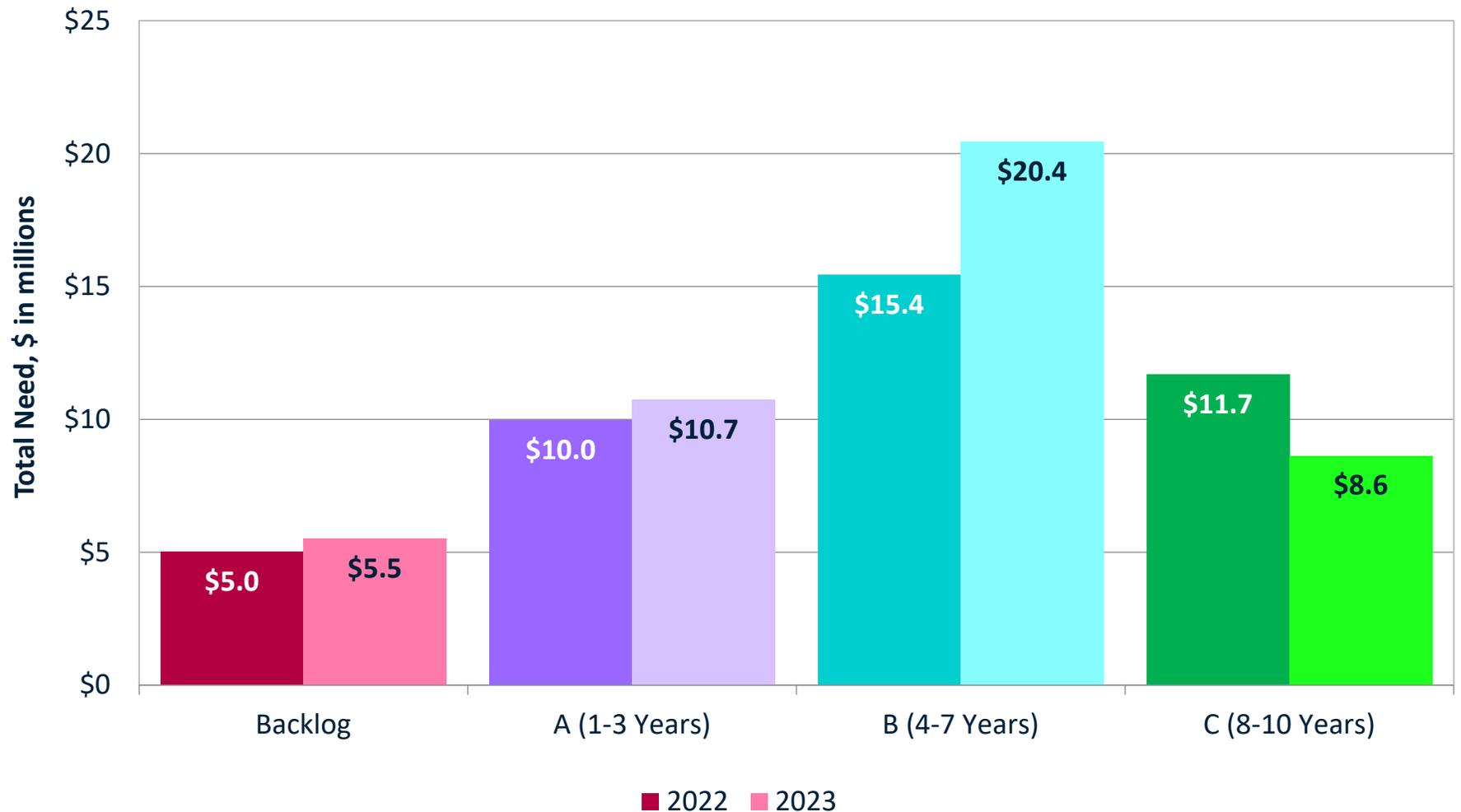
First Life-Cycles of Newer Space Drives Need
84% of need is coming due within buildings constructed or last renovated between 2000-2015

Campus GSF and Capital Need by Age

Legend: Yavapai Renovation Age · Backlog · A · B · C · Total 10-Year

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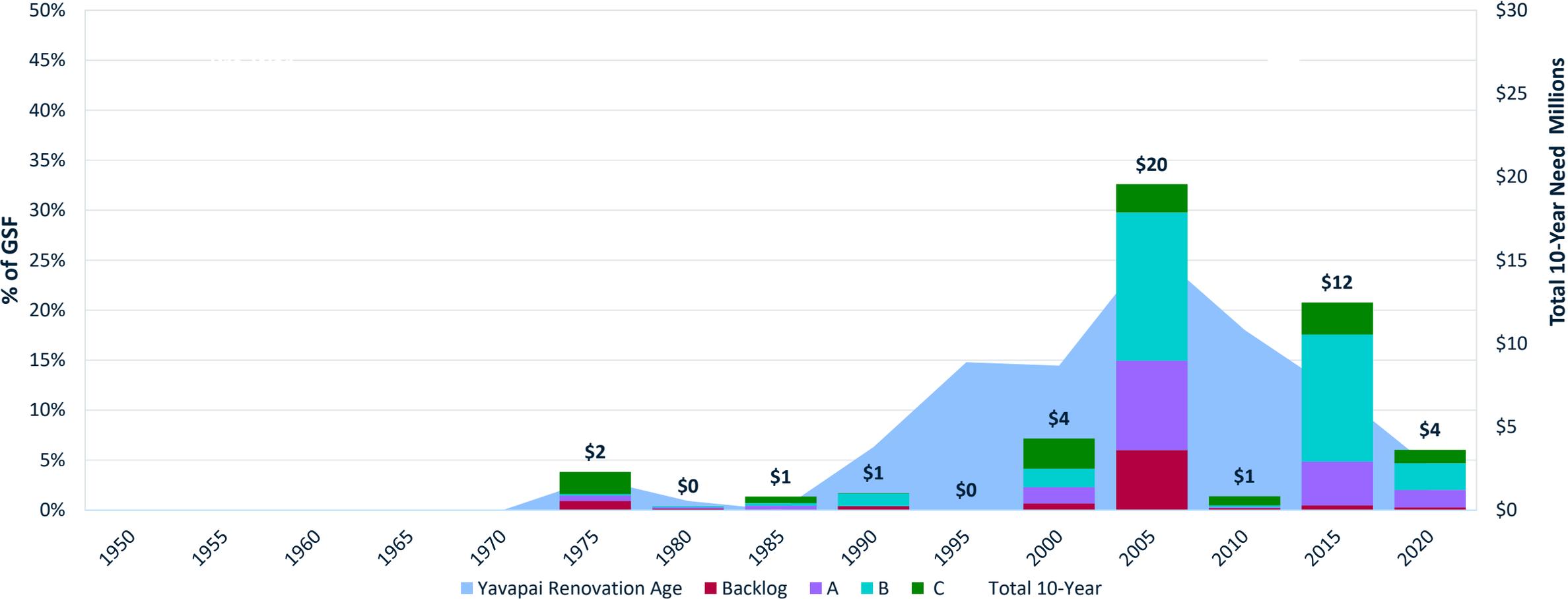
Need by Category

2023 Project Category

- ■ Repair/Maintenance
- ■ Modernization
- ■ Infrastructure

2022

2021

GORDIAN®
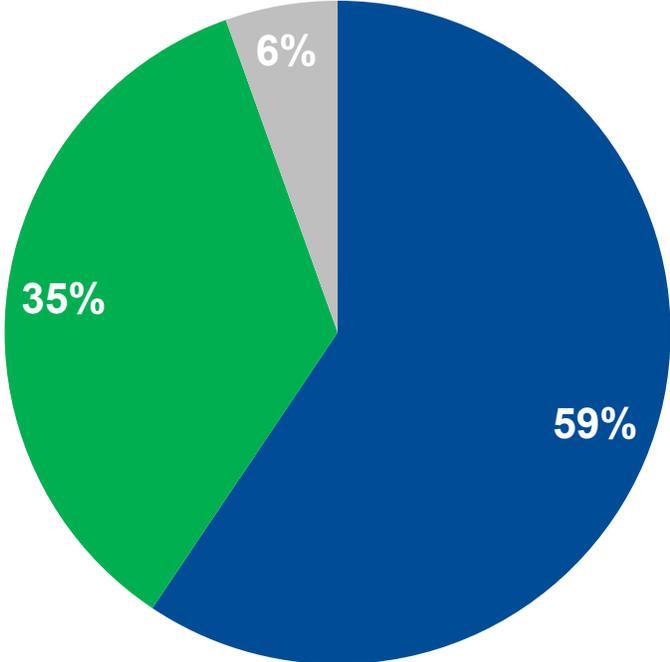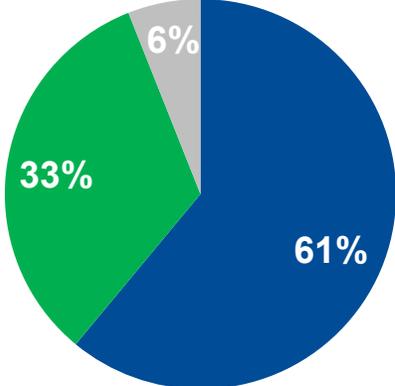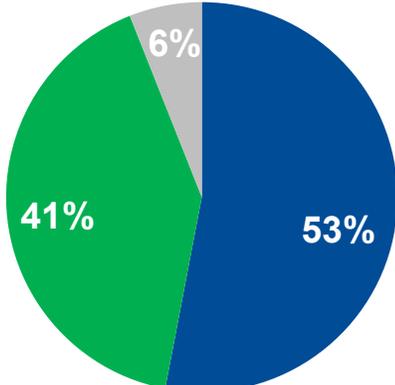
Identified Needs by Investment Criteria

2023 Investment Criteria
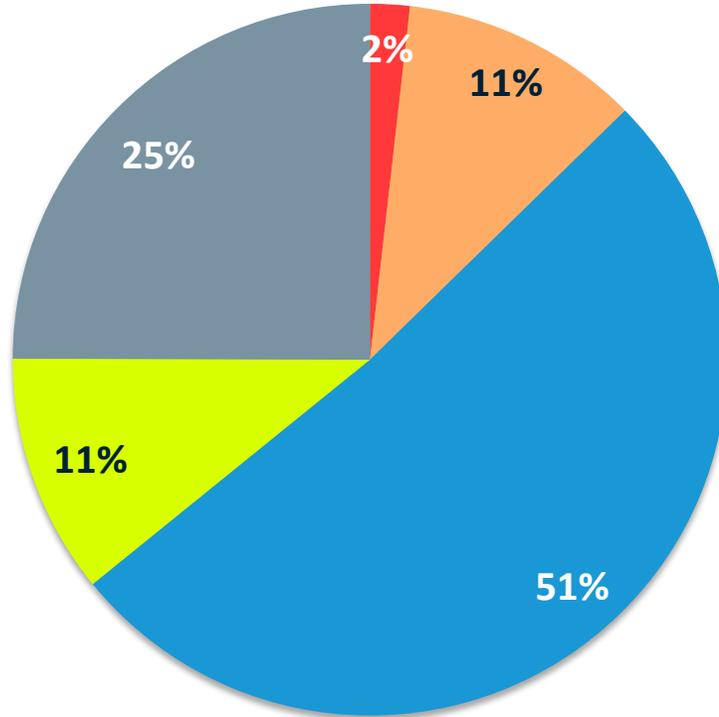
Legend:
- Reliability
- Safety/Code
- Asset Preservation
- Economic Opportunity
- Program Improvement

2023: Reliability 2%, Safety/Code 11%, Asset Preservation 51%, Economic Opportunity 11%, Program Improvement 25%

2022: Reliability 2%, Safety/Code 14%, Asset Preservation 51%, Economic Opportunity 9%, Program Improvement 24%

2021: Reliability 5%, Safety/Code 9%, Asset Preservation 47%, Economic Opportunity 12%, Program Improvement 27%

INTERNAL
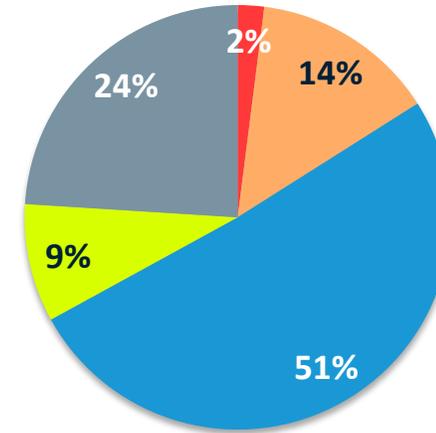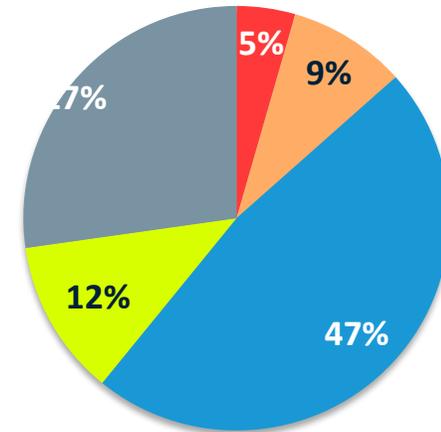
Calculating Building Values

Net Asset Value: Gordian term that defines the "% good on campus". A formula that factors the replacement value of a building vs the identified capital investment needs.

$$\text{Net Asset Value} = \frac{\text{Replacement Value} - \text{Capital Needs}}{\text{Replacement Value}}$$

Investment Strategy	NAV Range
"Keep Up" Stage	85% - 100%
Balance Profile Stage	70% - 84%
"Catch Up" Stage	50% - 69%
Transitional Stage	Below 50%

INTERNAL

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Net Asset Value by Campus Area
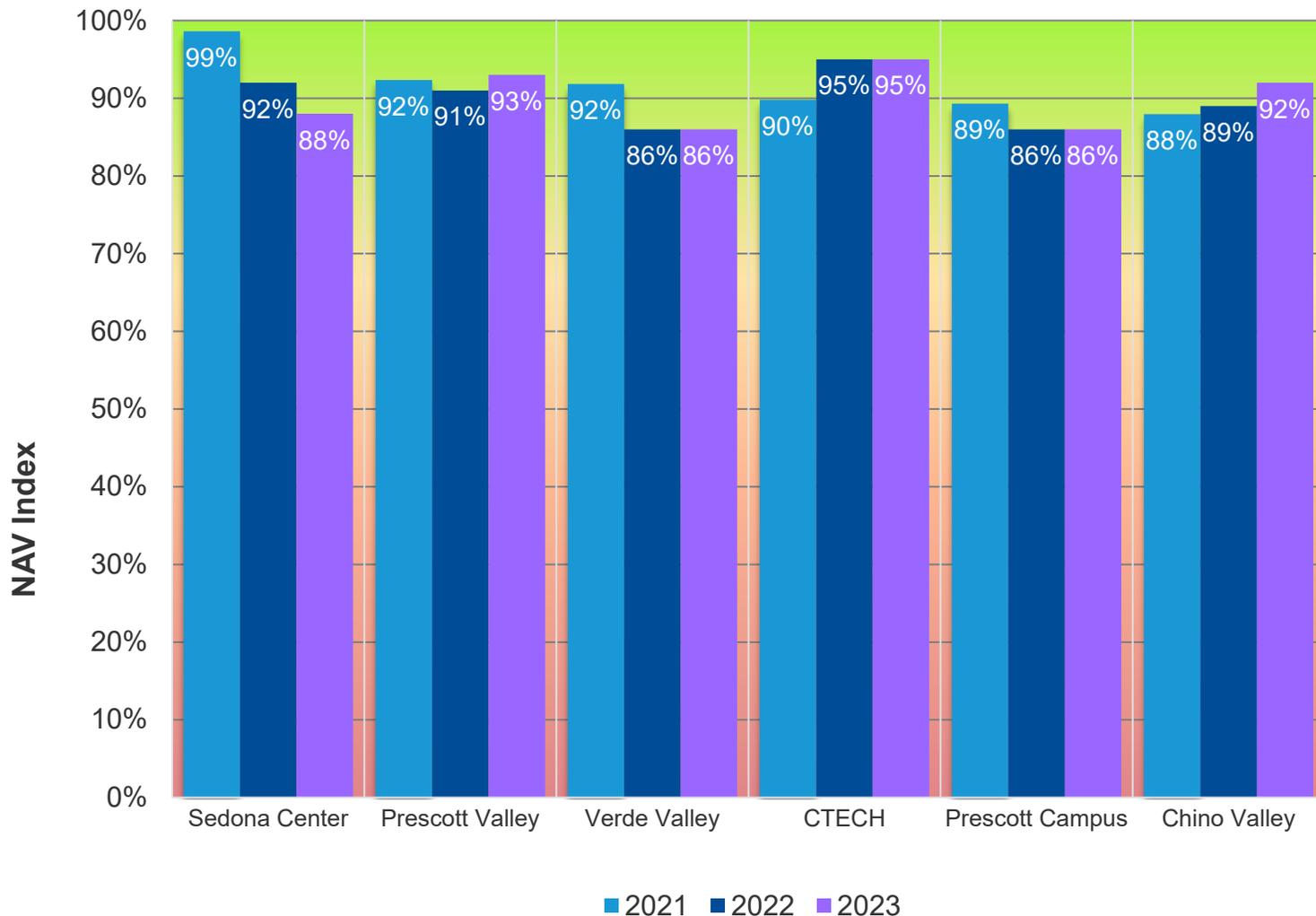
Yavapai Net Asset Value Remains Steady

Net Asset Value

Yavapai NAV values by year:
- 2012: 72.6%
- 2013: 75.7%
- 2014: 78.6%
- 2015: 82.1%
- 2016: 83.2%
- 2017: 85.1%
- 2018: 86.3%
- 2019: 86.4%
- 2020: 88.8%
- 2021: 89.5%
- 2022: 87.1%
- 2023: 87.7%

Legend: Yavapai NAV | Peer NAV Average
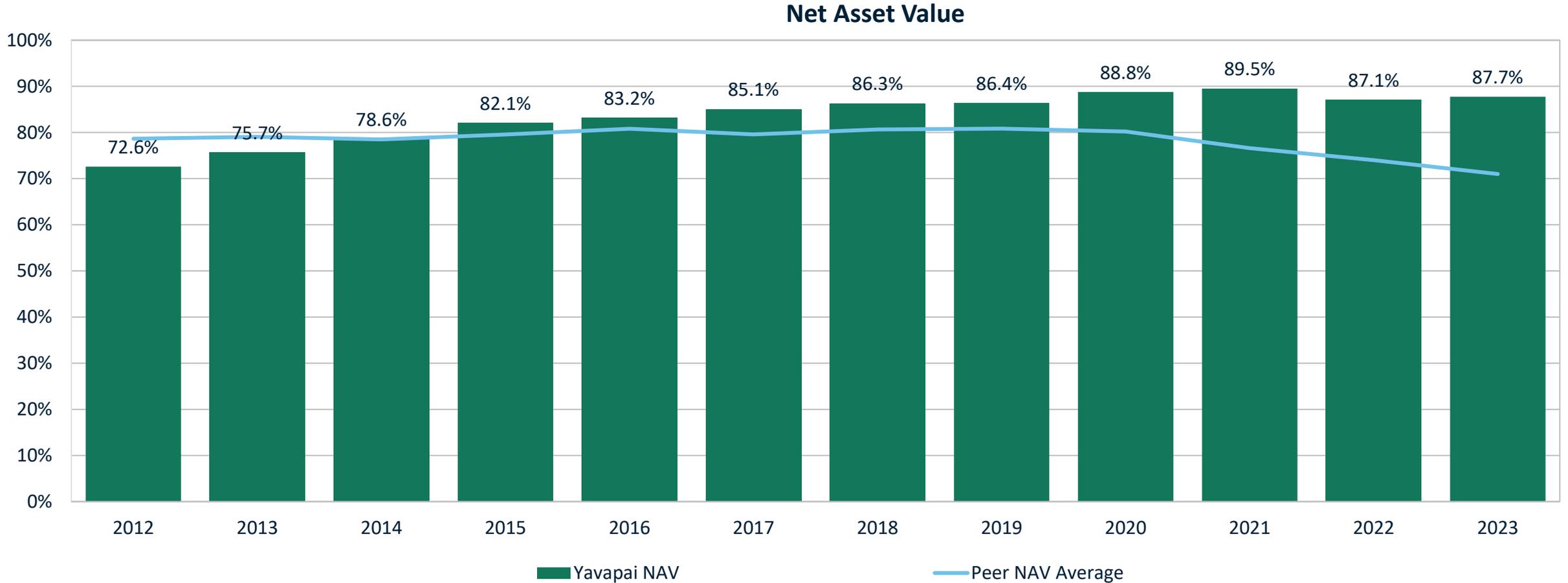
Yavapai NAV versus Database Percentiles

YC is in the 89th percentile in 2023
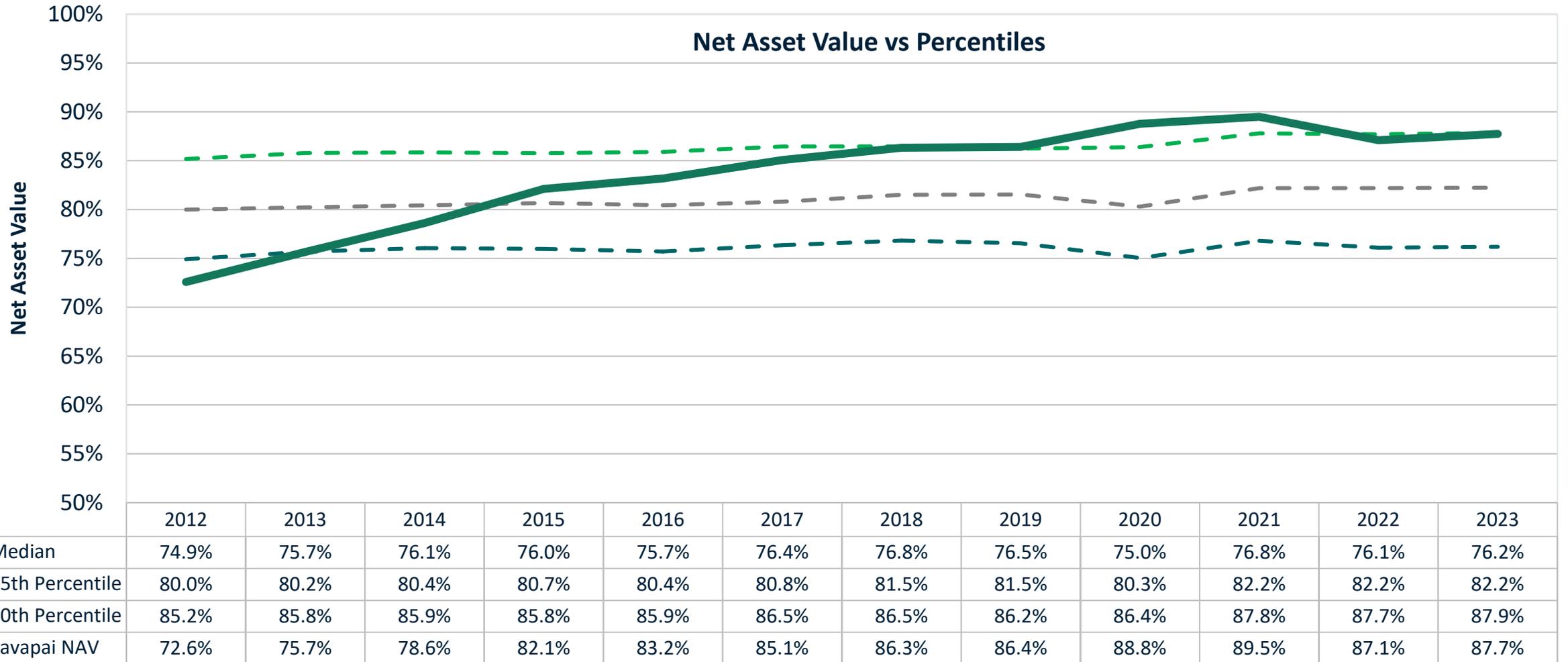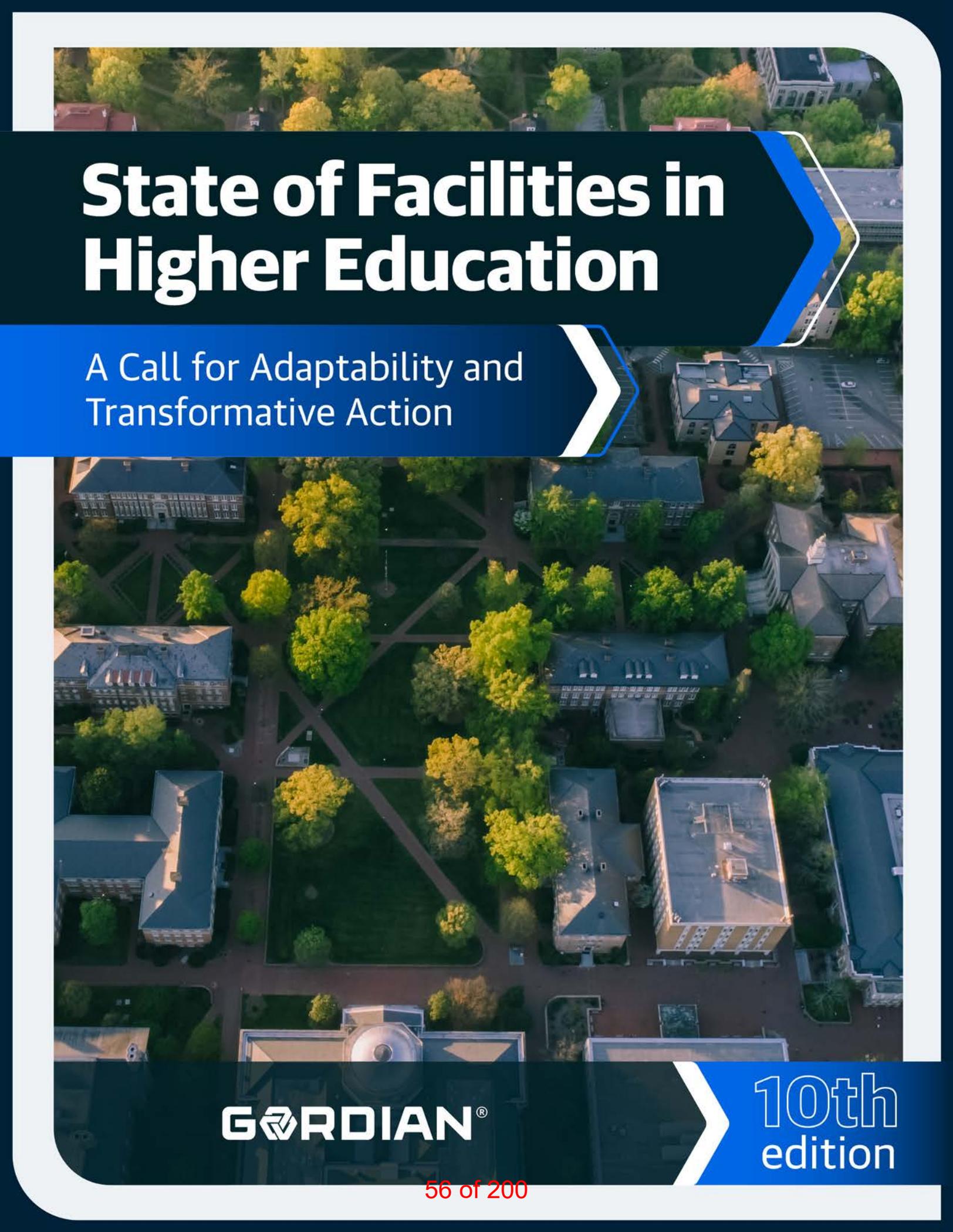
Net Asset Value vs Percentiles

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Median	74.9%	75.7%	76.1%	76.0%	75.7%	76.4%	76.8%	76.5%	75.0%	76.8%	76.1%	76.2%
75th Percentile	80.0%	80.2%	80.4%	80.7%	80.4%	80.8%	81.5%	81.5%	80.3%	82.2%	82.2%	82.2%
90th Percentile	85.2%	85.8%	85.9%	85.8%	85.9%	86.5%	86.5%	86.2%	86.4%	87.8%	87.7%	87.9%
Yavapai NAV	72.6%	75.7%	78.6%	82.1%	83.2%	85.1%	86.3%	86.4%	88.8%	89.5%	87.1%	87.7%

State of Facilities in Higher Education
Higher Education

A Call for Adaptability and
Transformative Action

GORDIAN®

10th edition

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Executive Summary

10 Years! For ten years the State of Facilities in Higher Education has been recognizing trends and opportunities based on our database of information from schools around the U.S. For a decade, this report has borne witness to the efforts of colleges and universities to confront challenges, focus investments and enable the learning and research at the core of their missions. Over time, the insights in the State of Facilities have evolved and our recommendations have followed suit. It has been a decade of reporting about the remarkable resilience of an industry embedded in the fabric of our culture, anchoring communities across the nation and central to the innovative energy that powers the future.

The past few years have been extraordinarily complicated across the globe. The pandemic in particular changed the rules for just about everything. The war in Ukraine amplified mounting global supply chain issues, drove energy costs sky high and refocused the attention of governments across the planet. And the recession which may or may not officially materialize in 2023 has kept institutional planning on edge.

But higher education, which has a notoriously long history of being slow to change, pivoted in weeks to return to business in many different forms back in 2020, addressing the many different desires for educational experience. Everyone started predicting schools would collapse, but a surprisingly small number to date have succumbed. Our own observations of rising deferral, shrinking operational resources and excess space have continued to grow more prominent but still, schools persist.

A nexus of trends underscores the industry's fragile resilience:

- The pandemic revealed important financial vulnerabilities in higher education that have been discussed here and in other forums for some time, accelerating the need to confront them - if they haven't already been thrust upon the plates of leadership. As government support wanes and student population decline looms, it is hard to believe business as usual can be sustained.

- Strong facilities departments and professional leaders, long undervalued by leadership but central to pandemic-era decision-making, are not relinquishing their influence. And they mustn't.

- The scale of deferred capital renewal at schools has reached a level that cannot be tolerated – a 36% shortfall. This gap is simply not possible to fund given new financial realities.

- Thoughtful, proactive institutions are making efforts to address the facilities implications of their actions from lagging reactions and integrating them into future planning conversations.

Our data this year says that despite awareness growing about the risks, the historical trends for space, capital and operating investment continue, and capital renewal needs have skyrocketed to a startling **$133/gross square foot.** We will explore this data and more findings from our database, and point toward activity that offers hope for a new direction in higher education.

Ultimately, we observe that stewardship demands are now so acute facilities issues can no longer be reactive, and every facilities, planning and business leader will need to be a key participant in institutional decision-making going forward. These efforts must be transformed so that facilities considerations are truly integrated into their very fabric.

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Widening Gaps and Elevated Risk

Space

The amount of space in use for colleges and universities remains a fundamental indicator for institutional health. However, approaches to measuring space are evolving. The quantity of physical space is a source of information that reflects the quantity of financial and human resources required simply to operate the property every year. It also provides information about the embedded debt obligation the assets represent to the forward financial portfolio. Our preliminary 2022 data is encouraging in this regard.

Space growth trends at master's and baccalaureate schools have continued slowing in response to declining enrollment, which is the key source of non-endowment income. Still, it is not reasonable to expect anything close to a linear relationship between these corollaries over time as altering the amount of space is not a quick exercise and there is a minimum amount of space necessary to offer all basic services, regardless of total student population.

Space Growth vs. Enrollment Growth
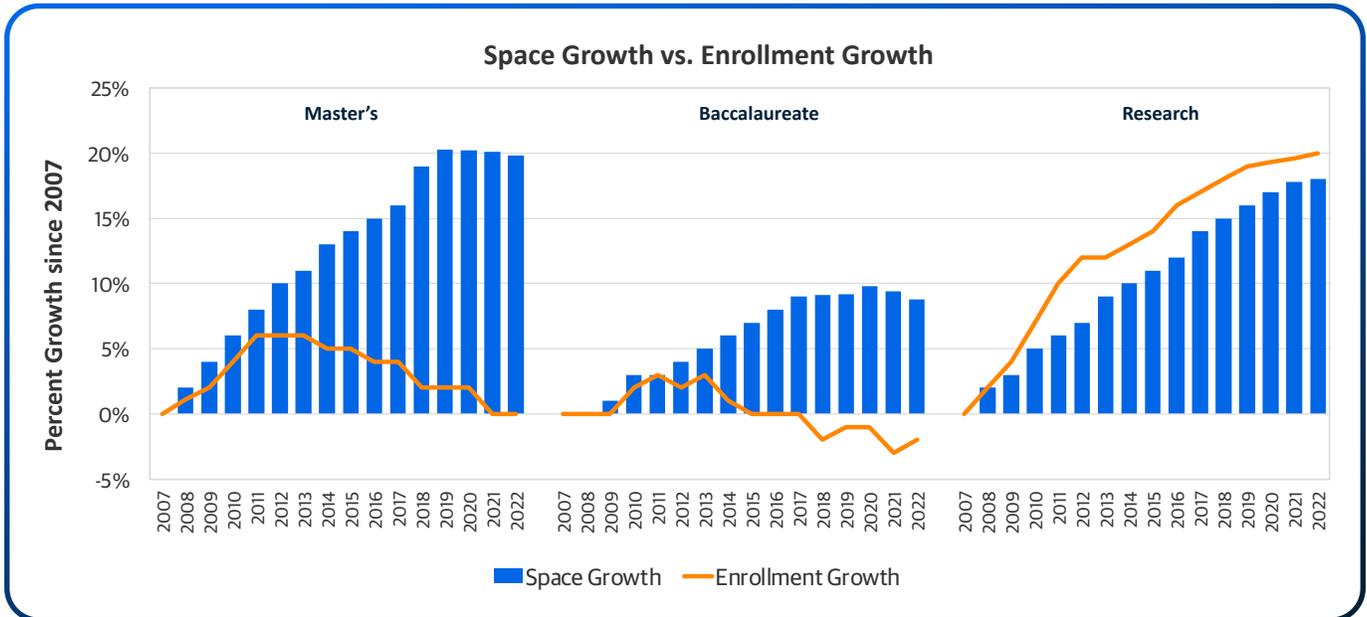
Research institutions continue to operate in a different realm, with students being drawn to the affordability and anticipated stability of large public and private research institutions. Enrollment across the board here has remained solid though slowing. University leaders have responded accordingly, with measured growth that even provides some room for future contraction.

What remains in question is whether individual schools are continuing to operate in a pre-pandemic mode, returning to a full and active in-person campus, or if there is real movement toward leveraging the changing teaching/learning modalities to enable larger scale change in the built environment.

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The Vermont State College System, facing complicated demographic hurdles familiar to all in the country's northeast, has challenged itself in partnership with the state legislature to explore new ways to deliver a viable curriculum to students across the state and its numerous campuses. Using technology in exciting student-focused ways – prioritizing the student's resources rather than classroom resources – leaders anticipate that students will be able to engage faculty and each other from across the state in more dynamic and active hybrid teaching settings, freeing up thoughtful consideration of the exact kinds and quantities of built environment spaces that are truly necessary for a successful program.

The Universities of South Carolina, Georgia and Kentucky all reported record freshman classes and are operating very much in-person. Arizona State University continues its pursuit of both in person and online programs, with more than 40% of its 144,000 students engaged online. Solutions must be tailored to the institution, its students and their mutual mission. There is no correct way to react to space challenges and opportunities. The key is being aware of the challenges and solutions which are peculiar to each school's situation.

Imperative to understanding the importance and implications for forward investment in space is the fundamental awareness of the institutional programs and practices that will drive success. But this is only the first step. Campus leaders must simultaneously integrate the understanding of the facilities currently available and those needed to meet future needs. These must not be separate exercises.

Capital

Our most recent data documents a 13-year pattern of underinvestment in existing space. Since the Great Recession there have been periods of increasing investment, but never at a rate that substantially reduces the gap between the target investment required to sustain existing building portfolios and the money made available. Preliminary data for 2022 indicates that funding has returned to $4.34/gsf which is 97% of 2020 levels, and a 10% increase over 2021 funding. While a tremendous rebound, it comes as inflation has been skyrocketing, pushing the needed dollars to steward existing space up substantially to $6.76/gsf. As such, that leaves a 36% shortfall. That shortfall is the annual contribution to backlog and deferred capital renewal costs.

Capital Spending vs. Investment Target
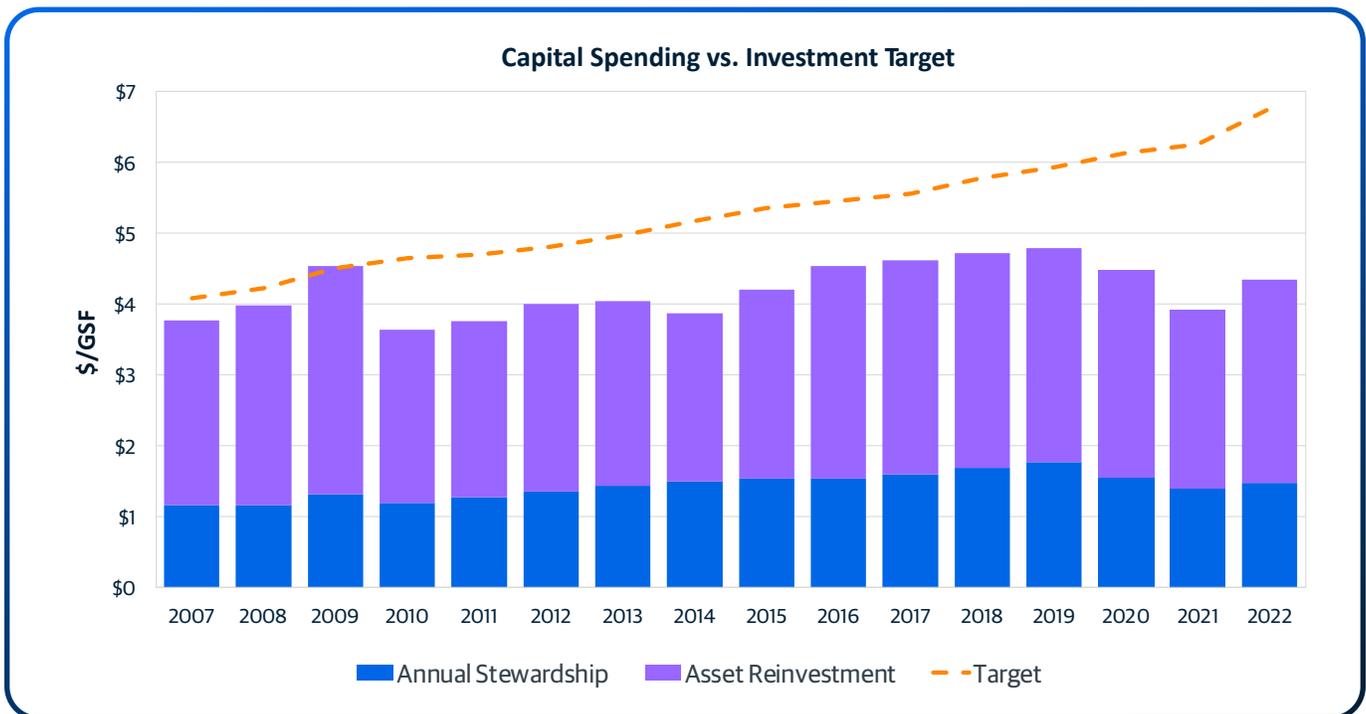
A subtle but important trend is also the return to growth in the annual stewardship dollars, those reliable recurring commitments that are built into the business model and don't rely on the one-time capital infusions. These reliable stewardship dollars allow for consistent and predictable investment in key building system components which cannot be ignored. They remain smaller at most institutions and are an important element to consider when identifying strategies to stabilize the condition of the built portfolio.

Our database shows an annual stewardship shortfall of **36%**

The consequence of the ongoing investment shortfall and the last year's extraordinary cost escalations is a spike in anticipated deferred capital renewal costs. They are expected to climb to over $133/gsf, or more than $133 million for every 1 million square feet of existing buildings. The cost to repair and replace what has extended beyond its useful life for the campus as it is today has become truly extraordinary. The needed investment implied in these numbers is competing with investment in other institutional priorities like never before.

Asset Reinvestment Need ($/GSF)

Legend: ■ Total Asset Reinvestment Backlog $/GSF — Inflation
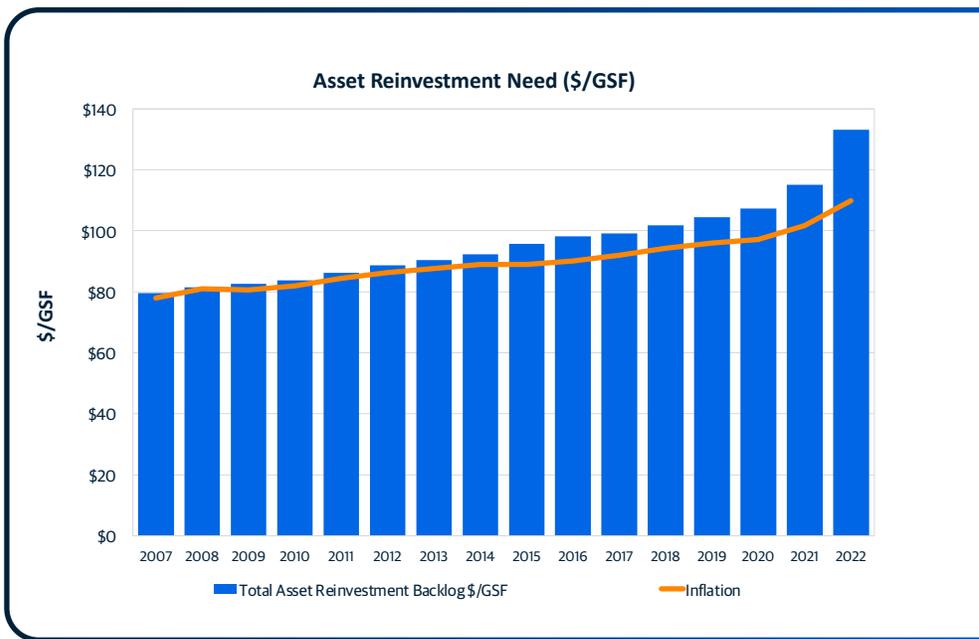
The need for capital investment has long been connected to assumptions about institutional growth having a direct correlation to physical space growth. This presumed linkage has made it simple to assert that underfunding of capital leads to building and system failure that will compromise programs, undermine student/faculty success and disable the institution. Leaders, like those from our previous examples of Arizona State and the Vermont State College System, are considering whether they can use pandemic lessons about what it means to be a campus and a community to break this long held linkage and establish new ways of doing business.

Since our last edition of the State of Facilities, renewal needs have exploded from **$105/gsf to $133/gsf**

Operations

The 13-year pattern of underinvestment is not limited to space: Operating resources have experienced a similar but less dramatic spending shortfall during that same span. The lack of drama reflects the common impression that operational issues can always be extended a little further – people can work a little harder, the system can run a little longer, the duct tape can be used once more. But one must be vigilant in assessing if any extension of resources has gone too far. With operating costs now funded at only 80% of what inflation-driven budgets would look like, the creativity in work processes, expanded use of technology and alterations/ reductions in service have strained the ability of the department to get work done in a fashion that cares for the property as well as the programs. The proverbial straw is close to breaking the camel's back.

There is often a decision-making interplay between operating and capital budget constriction. Funneling resources into one budget often means siphoning resources from the other. But it is unreasonable to expect institutions to adequately steward campus resources while both capital and operating budgets compress.

The most well-intentioned decisions to sustain ongoing budget constraints have significant consequences, including putting the campus at risk for future operational or building failures. Though facilities organizations have continued to explore improvement in service levels through deployment of technology, there are limits. The 10.7% expansion in maintenance coverage area at baccalaureate campuses can likely be attributed to the leveraging of technology that makes routine service activity smarter or identifies impending problems before they require catastrophic recovery. The 34% and 43% coverage increases at doctorate and master's institutions could represent an overreliance on the capabilities of technologically-based service improvement that stretch facilities staff beyond their limits.

Operating Actuals vs. Inflation
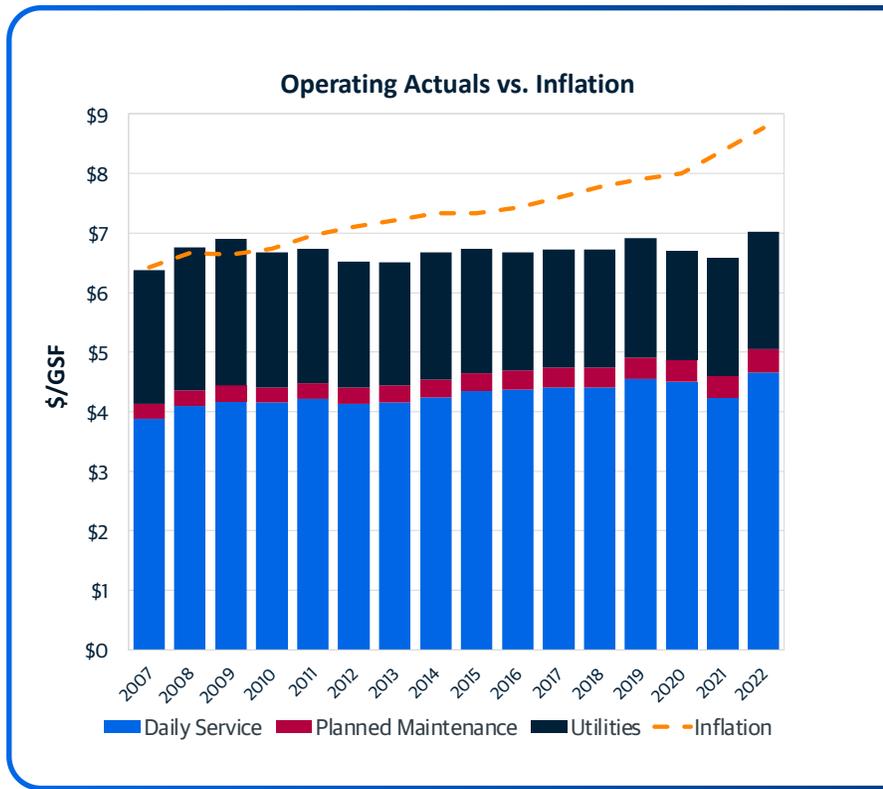
Impacting productivity is also the ongoing and uncomfortable reality that the workforce is aging. Reporting from PeopleReady Skilled Trades indicates that there continue to be more people aging out of the trades than entering it, with more than 20% of the work force over the age of 55 and fewer than 9% under 25. The knowledge and skills leaving the profession after many years of dedicated service cannot be quickly replaced, and the limited pool of incoming workers will not be able to acquire it before their predecessors are gone. Asking a less experienced, less knowledgeable, resource-strapped workforce to be responsible for significantly more space is unsustainable and a tremendous risk to the institution.

Maintenance Staffing Coverage

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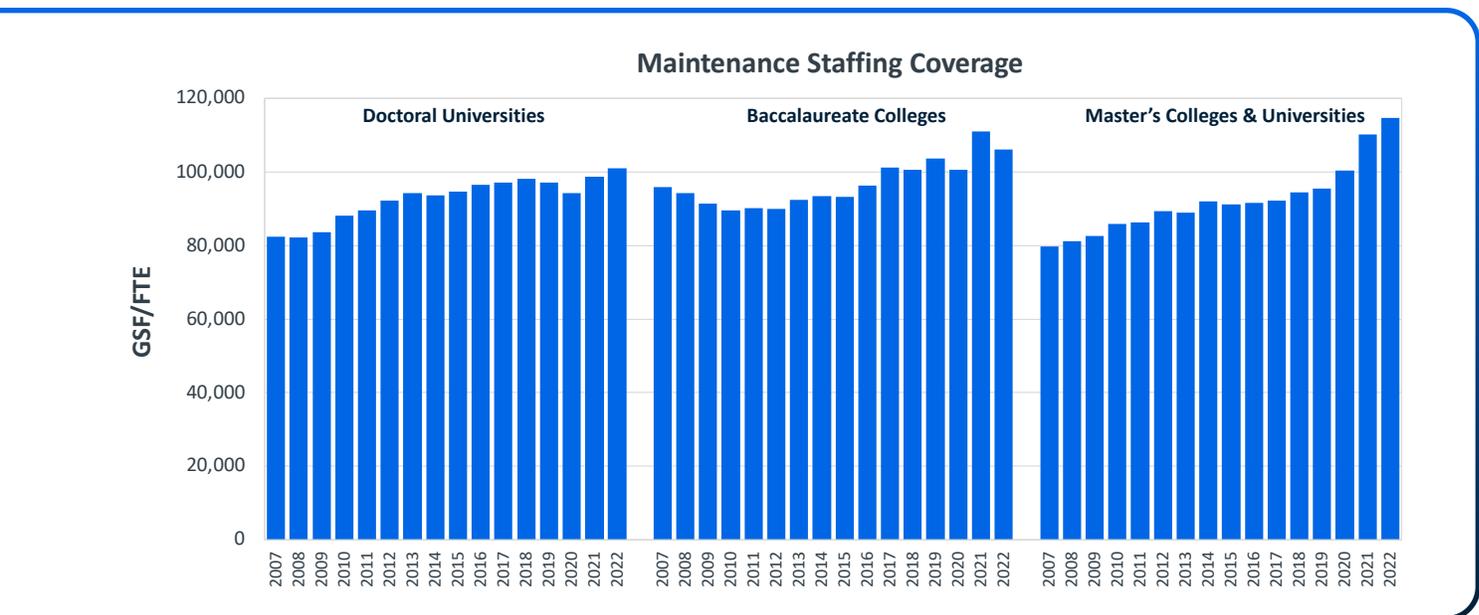
Headwinds to Navigate

Were the direct implications of these data points the only challenges, simple business responses like growth or downsizing might be enough to address the basic facilities needs. But there continue to be external pressures that make such simple responses insufficient.

Demographics and enrollment

The long U.S. birthrate slide that has been occurring since 2008 finally saw a reverse in 2021, with an increase of 1%. While this rise from a more than 40-year low is a welcome change, it is more dark cloud than silver lining. Campus leaders now have an identifiable marker for when the population of high school graduates will finally increase, and it's not until 2039. That's hardly cause for celebration. Nathan Grawe's much-discussed enrollment cliff arriving in 2026 will be with us for a long time, and traditional approaches to solving enrollment-related financial challenges will not help weather this 13-year population downturn.

Any enthusiasm for a birthrate turnaround is tempered by sobering data from the National Student Clearinghouse Research Center that, despite rising birthrates back in 2004 that should produce a growing pool of 18-year-old students in 2022, enrollment in the fall of 2022 fell another 1.1% from pandemic impacted years 2020 and 2021. This continued slide brings into question whether enrollments will rise as expected at least until 2026. The Chronicle of Higher Education points out the uptick in community college new student enrollments of 0.9% as one upside in the face of declines for both public and private four-year schools. But it seems the impacts of the cliff may be with us already. Speculation about the reasons for this continued enrollment slide is widely varied, but it is clear that higher education is somewhat less compelling today than it was before the pandemic.

Further complicating the perception of the value of college are the current Supreme Court cases dealing with student loan forgiveness. Students and families who are already questioning the value of attending college face even more anxiety about the possibility of having some of the costs of college defrayed as President Biden's loan forgiveness program is in the hot seat. The economic factors at play in deciding whether to attend college have been exacerbated, and university finances are jeopardized by the decrease in enrollment.

Flagging Undergraduate Enrollment at Four-Year Colleges

Undergraduate enrollment dropped most sharply at four-year-colleges in the fall of 2022. An 11.5-percent jump in dual-enrollment students helped curb losses at public two-year colleges.

Fall 2022,
% change from a year earlier

Public 2-year	Public 4-year	Private for-profit 4-year	Private nonprofit 4-year
-0.40%	-1.60%	-2.50%	-0.90%

Source: National Student Clearinghouse Research Center

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The changing ethnographic composition of incoming students has ripple effects across the built environment. It has been widely reported that children of color are now in the majority in the United States. And despite much heated debate about border migration, emigres continue to come into the country, inexorably changing the social/cultural dynamics of the student age population. These students want and need different things from higher education institutions than past generations and the impacts of these demands are wide ranging, touching curriculums, financial aid, student programs, food, physical space and technology. The higher ed customer is changing and campus leaders must adapt.

Public Investment Challenges

In 2022, National Education Association data indicated that 32 states are spending less on public colleges and universities than they did in 2008. This is creating substantial increases in the cost of public higher education. Real fiscal constraints in combination with legislative skepticism about the value of investment in higher education has placed more and more of the burden of public higher education on the backs of individual students who are often forced to take out loans, an accumulation of $1.7 trillion in debt according to the latest federal reserve numbers. While the hotly debated Biden Administration debt relief plan has the potential to relieve as much as $20,000 per borrower, it can do little to stem the increasing costs being borne by future students for their education, costs that are sure to make them at least question the value of that investment.

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Public Opinion

Adults today continue to question the material value of higher education and that usually impacts the actions of their children. A [recent report from New America](#) found that while 75% of those polled felt higher education provided a good return on investment, only 55% said higher education was having a positive impact on the country and nearly two-thirds indicated that there are lots of well-paying, stable jobs that people can find with only a high school diploma or GED. The data seems to suggest a widely-held belief that America's cultural emphasis on higher education is directing people away from important work that doesn't require a four-year degree. Higher education, then, is valuable but not essential.

Challenges levied against the culture and programs of higher education (particularly of public colleges and universities) taken up in states across the country over recent years have created a complicated landscape to navigate for incoming students. Emboldening to some and discouraging to others, potentially cynical and divisive conversations certainly tarnish the ivory tower image of higher education institutions and the idea of the certain pathway to a better future for graduates.

Warren Buffet notes that, "It takes 20 years to build a reputation and five minutes to ruin it." While higher education has spent far more than 20 years building its reputation as a high-value investment, there is no doubt that it takes significantly less time to alter perceptions about value. Opinions change quickly in the Information Age.

It is worth noting that skepticism about the value of a college degree is not a new phenomenon. That the New York Times was discussing [the lost image of universities](#) in 1992 is troubling as a marker for the duration of the conversation though perhaps affirms that universities remain remarkably resilient and perhaps ultimately benefit from even the most skeptical of conversations about their role and purpose.

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Technology and the New Learning Environment

The Winston Churchill adage "Never let a good crisis go to waste" has been borne out following the pandemic. Organizations of all kinds are exploring ways to leverage the advances in technology that altered how people engaged with each other through the early phases of the pandemic. Online gatherings have transformed our understanding of how people connect, share, learn, meet and do all manner of business. Virtual and hybrid work/learning environments have changed the way students conceive of the classroom, expanded what it means to be in a community, challenged the role of place in that community and ultimately made the role of a physical campus less of a given. Response to these opportunities varies by campus but all have an impact on how schools will invest in their existing buildings and any new ones that they create.

A New Planning Framework

All these external drivers mean a more considered and collaborative approach to addressing existing facilities challenges and preventing them from undermining other institutional priorities is required.

Gordian has been collaborating with APPA – Leadership in Educational Facilities, the National Association of College and University Business Officers (NACUBO), and the Society for College and University Planning (SCUP) in the past year to explore what can be done in the face of these extraordinary challenges. The result is a new rethinking of the framework for collaboration in higher education, focused initially on finance, facilities and planning.

This reimagining of the framework for collaboration among the business, facilities and planning communities aspires to create a broader institutional conversation about the existing and future challenges facing the business of higher education. It focuses specifically on the campus and how to creatively serve students through physical assets. And it recognizes the newfound, post-pandemic understanding that facilities organizations are led by dynamic leaders that understand the business of higher education more broadly than many have historically assumed and can have a significant positive impact on critical institutional decision making.

Fundamentally, the framework asserts that facilities activity must move from a lagging response to a leading planning element in order to assure the wisest investment of increasingly restricted institutional resources. Why? Because nearly all programmatic changes are also facilities changes. This requires transforming the traditional siloed and serial planning flow within a campus community toward an integrated planning process which incorporates all of the elements that could make a fundamental financial impact on the institution.

Four business variables are helpful in understanding what information to glean from your facilities and for organizing institutional thinking to move forward differently.

1

Embodied Debt

Current demands being made by campus buildings can't be ignored and are becoming greater concerns to institutional budgets.

2

Risk Exposure

Personal safety, program support and investment disruptions must be considered carefully.

3

Future Program Compatibility

Ongoing instructional paradigm shifts that are becoming harder and harder to accommodate successfully need to be recognized and addressed.

4

Adaptability

As time goes on, the nature of the campus becomes ever more linked to the built environment and makes adapting to an evolving customer profile with diverse community needs all the more challenging.

These variables should be considered using a three-stage framework to organize the conversation and correlated areas of focus. That framework is outlined as follows:

1

Plans for Place: The voices engaged in, and the processes associated with, creating your campus spaces to ensure alignment of your built environment with your mission/vision, resources and the way(s) you go to market.

- Identify the space resources needed to complement substantive alterations to program offerings and engage decision-making with measurable outcomes.
- Align critical voices on campus regarding plans for new space, existing space use and lessons learned from the pandemic.
- Prioritize the sustainability of your institution's offerings to confront evolving competition in the marketplace.
- Develop a plan that links today's realities with the institution's future state while maintaining flexibility and adaptability of response to associated circumstances.
- Assess those facilities that cannot or should not be sustained and map out a plan for their removal.

2

Resources for Service: The people, processes and money needed for lifecycle renewal, refurbishment, renovation and adaptation of your facilities and utilities infrastructure to ensure operational needs and opportunities are addressed.

- Determine whether the planning and budgeting model presently in use is informing your future operating circumstances.
- Assess whether the use of your assets (building, technology and human resources) aligns with the evolving institutional program.
- Effectively maintain and operate your physical assets with an eye on successfully managing the risks they present.
- Establish an effective way to align space and program needs that includes a method(s) to manage space demands and use. Alter space-use practices and needs to match evolving teaching and working practices.

3

Assessment for Stewardship: The methods, metrics and measures necessary to determine and sustain the viability and feasibility of the built environment.

- Identify the tools you have or need to measure success.
- Determine whether your plan is adaptable for multiple future scenarios.
- Assess whether your facilities decisions going forward are a lagging investment and decide what actions you will take and/or what actions you will cease.

For more details about this innovative new framework for collaboration among campus leaders, **download the full report.**

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Conclusion

For an entire decade, the State of Facilities in Higher Education has been a record and a reflection of what has been happening on campuses across North America. It has included recommended reactions and responses to some of the industry's most pressing circumstances.

This year is different. In collaboration with leading societies in higher education, we are identifying a call to action. The reality today is that the stewardship demands are now so acute, facilities issues can no longer be reactive, and every facilities, planning and business leader will need to be a key participant in institutional decision making going forward. Institutional planning must be transformed. Transformed not such that it is now about facilities exclusively, but that facilities considerations are truly integrated into the very fabric of institutional decision making.

About Gordian

Gordian is the leading provider of Building Intelligence Solutions, delivering unrivaled insights, robust technology and expert services to fuel customers' success through all phases of the building lifecycle. Gordian created Job Order Contracting (JOC) and the industry-standard RSMeans Data. We empower organizations to optimize capital investments, improve project performance and minimize long-term operating expenses.

2023-2024
District Governing Board
Calendar Dates

Month	Board Study Sessions	Board Meeting Type
Tuesday, March 19, 2024 1:00pm **Sedona Campus**	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, April 23, 2024 1:00pm **Rock House**	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
Tuesday, May 21, 2024 1:00pm **Prescott Campus** **Community Room (19-147)**		Truth in Taxation & Budget Public Hearing/Adoption Business Meeting
Tuesday, May 28, 2024 9:00am-4:00pm **Chino Valley**		**Board Self-Assessment Workshop**

Dates and Places of College Hosted Events – FY 2023-2024	
Type of Event	**Date/Day/Time/Location**
The TEN Tenors: Greatest Hits Live	Friday, February 23, 2024 / YCPAC / 7PM
YC Jazz Festival	Wednesday, February 28, 2024 / YCPAC/ 7PM – FREE Admission
Brian Regan (Comedian)	Saturday, February 24, 2024 / YCPAC / 7PM
Prescott Pops Symphony – Romantic Impressions	Sunday, February 25, 2024 / YCPAC / 3 PM
Swing Caesar Swing	Saturday, March 23, 2024 / YCPAC / 7 PM
Evening of Recognition	Thursday, April 18, 2024/ Verde Valley Campus – M137/ 6PM
Evening of Recognition	Tuesday, April 23, 2024/Prescott Campus – 19-147/ 6PM
Bruce Cockburn	Saturday, April 27, 2024 / YCPAC / 7 PM
Nurse Pinning Ceremony	Thursday, May 2, 2024
Commencement – Verde Valley	Saturday, May 4, 2024 / Verde Valley Campus
Commencement – Prescott	Sunday, May 5, 2024 / Findlay Toyota Center
Prescott Pops Symphony – Music of the Decades	Sunday, May 19, 2024 / YCPAC / 3 PM
Preshow Dinner – Colin Mochrie & Brad Sherwood: Asking for Trouble	Saturday, May 25, 2024 / YCPAC / 5:30 PM
Colin Mochrie & Brad Sherwood: Asking for Trouble	Saturday, May 25, 2024 / YCPAC / 7 PM

LIST OF DATES AND PLACES OF NATIONAL, STATE, AND LOCAL CONFERENCES, CONGRESSES, WEBINARS, SEMINARS AND EVENTS – FY 2023-2024	
TYPE OF EVENT	**DATE/DAY/TIME/LOCATION**
All Arizona Scholarship Award Luncheon	**Wednesday, February 28, 2024, at 11 am** **Location: Phoenix, AZ**
ACCT Leadership Congress 2024	**Wednesday, October 23 – Saturday, October 26, 2024** **Location: Seattle, Washington**

Yavapai College
District Governing Board
Policy & Attorney Education Workshop

Tuesday, January 16, 2024
9:00 a.m.
The meeting location will be open to the public at 8:45 a.m. at the latest.

Career and Technical Education Center
220 Ruger Road
Prescott, AZ 86301

<u>Members Present:</u>
Ms. Deb McCasland, Board Chair
Mr. Chris Kuknyo, Secretary
Mr. Ray Sigafoos, Board Member
Mr. Steve Bracety, Board Member
Mr. Toby Payne, Board Member
<u>Administration Present:</u>
Dr. Lisa B. Rhine, President
Atty. Lynne Adams, Board Attorney
Ms. Yvonne Sandoval, Executive Assistant
Ms. Deanne Petty, DGB Coordinator

MINUTES

1. General Functions: Procedural
    a. Call to Order {Time: 1}

       Chair McCasland called the Yavapai College District Governing Board Workshop to order at 9:00 a.m.

    b. Adoption of Agenda – **DECISION** {Time: 1}

       Member Sigafoos moved, seconded by Member Bracety, to adopt the agenda. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, Bracety, and Payne).

    c. 2024 Board Member Liaison Committee Appointments – **DISCUSSION AND DECISION** – Ms. Deborah McCasland, Board Chair {Time: 10}

       Ms. Deborah McCasland, Board Chair, informed the board of her intentions regarding liaison committee appointments. Ms. McCasland indicated she would like to leave the liaisons as they were for the previous year, because she thinks things have been great with the current selections. She asked if board members had any comments or concerns about this decision. No one had any comments.

2. Board Business
   a. Executive Session
      i. Pursuant to A.R.S. Section 38-431.03(A)(9), Discussion Regarding the College's Information Technology Security Plans, Procedures, Assessments, Measures or Systems – Mr. Patrick Burns, Chief Information Officer - **PROCEDURAL** {Time: 60}

      Member Sigafoos moved, seconded by Member Bracety, to go into Executive Session pursuant to A.R.S. § 38-431.03(A)(9), for discussion regarding the College's Information Technology security plans, procedures, assessments, measures or systems. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, Bracety and Payne).

   b. Reconvene in Public Session
      i. Possible Action RE: Yavapai College's Information Technology Security Systems and Plans as a result of Executive Session – Attorney Lynne Adams – **DECISION** {Time: 5}

      The Board reconvened in public session at 9:56 a.m. No action was taken related to the executive session.

   c. Consent Agenda – **DECISION** {Time: 5}
      i. Regular Meeting Minutes – Tuesday, November 28, 2023 (*Attached*)
      ii. Executive Session Confidential Minutes - Tuesday, November 28, 2023
      iii. Special Meeting Minutes – Thursday, December 14, 2023 (*Attached*)
      iv. Executive Session Confidential Minutes – Thursday, December 14, 2023
      v. Cooperative Purchase Agreement – Mohave Educational Services Cooperative, Inc. – Shamrock Food Services (*Attached*)
      vi. Land Lease Agreement – Northern Arizona Council of Government (NACOG) – Head Start Program (*Attached*)
      vii. Waiver of Conflict of Interest for Yavapai Library Network (YLN) for School Libraries (*Attached*)

      Secretary Kuknyo asked that item vi. Land Lease Agreement – NACOG be removed from the Consent Agenda for discussion.

      Secretary Kuknyo moved, seconded by Member Bracety, to approve the Consent Agenda with the exception of item vi. Land Lease Agreement - NACOG. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, Bracety and Payne).

      Secretary Kuknyo and Member Payne both questioned whether the College could enter into agreements with terms longer than 3 years. Attorney Lynne Adams, with

confirmation from Dr. Borofsky, indicated that there is nothing in statute that limits the College to contracting for 3 years or less.

Secretary Kuknyo asked if there was a reason the contract term was being changed from 3 years to 5 years. Mr. Rodney Jenkins stated that a term of 5 years is consistent with the funding cycle. Secretary Kuknyo then asked if there had been any issues with the Head Start centers in the past. Mr. Jenkins responded that they had been a consistent partner with the College and had not created any problems for the College.

Secretary Kuknyo moved, seconded by Member Sigafoos, to approve the Consent Agenda item vi. Land Lease Agreement - NACOG. Motion carried (Ayes: McCasland, Kuknyo, Sigafoos, and Bracety; Didn't Vote: Payne).

d. Revision to Yavapai College District Governing Board Policy 204 – Financial Conditions - **INFORMATION, DISCUSSION, AND DECISION** – Dr. Clint Ewell, Vice President of Finance {Time: 20} (*Attached*)

The board was provided with the current version of policy 204 and the proposed version of policy 204. Dr. Ewell explained he is asking for the revisions to allow for reductions to the budget to reflect actual expenditures without governing board action. Additionally, the proposed changes to items 6 & 7 would not allow the President to exceed the authority provided in the policy without governing board approval.

Member Sigafoos moved, seconded by Member Bracety, to revise Policy 204 as follows:

- **Add roman numeral "I" before "Accordingly, the President shall not:"**
- **Add "without the District Governing (DGB) approval" to item I.6.**
- **Add "without the DGB approval" to item I.7.**
- **Add roman numeral "II" following I.8 with verbiage as follows: "For purposes of the Expenditure Limit Report, the District Budget may be reduced to an amount equal to actual expenditures without DGB action, once expenditures have been determined by the annual audit conducted on the District's Financial Statements. Any other modifications to the approved District Budget must be via formal DGB resolution."**

Motion carried (Ayes: McCasland, Kuknyo, Sigafoos, Bracety, and Payne).

e. Revision to Yavapai College District Governing Board Policy 304 – Board Elections & Appointments - **INFORMATION, DISCUSSION, AND DECISION** – Attorney Lynne Adams {Time: 20} (*Attached*)

The board was provided with the current version of policy 304 and the proposed version of policy 304 (copies in Workshop Agenda Packet). Attorney Lynne Adams explained that in the past, board elections and appointments were for one-year terms, because there was uncertainty about whether two-year terms were allowed by statute. A few years ago, the Attorney General determined that two-year terms for

Current Status: *Active*	**PolicyStat ID:** *10631237*
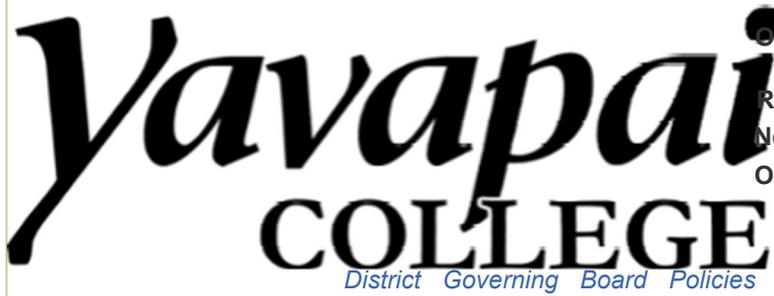
Origination: *6/2/2021* **Effective:** *10/19/2021* **Last Approved:** *10/19/2021* **Last Revised:** *10/19/2021*
Next Review: *1/31/2024*
Owner: *Yvonne Sandoval: President's Office Executive Assistant* **Area:**
District Governing Board Policies **References:** **204 Financial**

Conditions

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

I.   Accordingly, the President shall not:

1. Expend more funds than have been received or are available in reserves in the fiscal year

2. Allow current fund reserves to drop below seventeen percent (17%) or plant fund reserves to drop below eight percent (8%) of the operating budget (including general fund and auxiliary fund budgets).

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.

4. Allow the Board to be without monthly reports of budget deviations and reserves.

5. Allow planning that is not fiscally sound or doesn't build organizational capabilities sufficient to achieve board goals in future years.

6. Enter into any lease agreement as lessee for more than five-years in duration or that exceeds $200,000 per year without the District Governing Board (DGB) approval.

7. Make any tenant improvements over $30,000 to leased property without the DGB approval.

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 15-1444(B)(2), the authority to enter into a lease for real property either as lessor or lessee on behalf of the College.

II.   For purposes of the Expenditure Limit Report, the District Budget may be reduced to an amount equal to actual expenditures without DGB action, once expenditures have been determined by the annual audit conducted on the District's Financial Statements. Any other modifications to the approved District Budget must be via formal DGB resolution.

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Yvonne Martinez-Sandoval: President's Office Executive Assistant	10/26/2021

community college officers were allowed by statute, and the governing board therefore elected the current officers last year for two-year terms. Therefore, the policy needs to be revised to allow for two-year officer terms, if desired in the future.

Secretary Kuknyo moved, seconded by Member Bracety, to approve the revisions as proposed to policy 304. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, Bracety and Payne).

The first sentence of the policy will read as follows: "As required by A.R.S. § 15-1443(B), the Board will elect a Chair and a Secretary in January of the year in which the current terms of the Chair and Secretary expire."

f. Yavapai College District Governing Board Meeting Delivery Procedures – **INFORMATION, DISCUSSION, AND DECISION** – Ms. Deborah McCasland, Board Chair {Time: 30}
  i. Livestream, Board Meeting Locations, and Executive Session – Mr. Ray Sigafoos, Board Member

(See Attachment A for more details on this discussion.)

Member Sigafoos delivered a presentation on his recommendation to livestream the board meetings and to hold the physical meetings primarily in the Rock House on the Prescott campus. Member Sigafoos read a quotation from a blog about the College that he wanted to be noted to record.

"The District Governing Board meeting distinguishes itself from nearly all significant governmental bodies in the county by refusing to livestream its proceedings. This decision seems like another attempt to withhold information about its activities, discussions, and debates from county residents."

Member Sigafoos explained that he agrees and believes that the board has an obligation to make certain that taxpayers have the opportunity to understand the board's decision-making process and decisions.

Member Sigafoos continued to explain that the inconvenience to the staff to attend meetings and to set up the meeting rooms in other locations is significant. He suggested that in addition to livestreaming meetings, he would like the board to consider holding meetings in the Rock House and only travelling to other campuses on special occasions.

Dr. Rhine explained that during the pandemic, the College livestreamed board meetings on YouTube and provided a Zoom link for board members and presenters to participate. There were questions and discussion by the board members about technology for allowing Open Call participation by the public and livestreaming. Ms. Sandoval explained that Zoom has limitations on the number of people who can participate without quality deterioration and that the College's license only allows so many people to join a meeting.

Member Payne asked if there was a way that someone could request to make comments to the board after a meeting had started. Ms. Sandoval explained the Open Call procedure to Member Payne. Member Payne indicated he would not

304 Board Elections & Appointments

As required by A.R.S. 15-1443(B), the Board will elect a Chair and a Secretary ==in January of the year in which the current terms of the Chair and Secretary expire==. The expectation will be that the newly-elected Chair and Secretary will serve a two-year term. The Chair and Secretary will serve from the date of election until the date on which their replacements are elected. The newly-elected Board Chair will appoint Board Liaisons for one-year terms at the January meeting. The following procedure will be used by the Board for the nomination and election of a Chair and Secretary:

1. The current Board Chair shall call for nominations.

2. After the Board Chair determines that no other nominations are forthcoming, the Board Chair shall declare the nominations to be closed.

3. Board Chair shall call on nominees in alphabetical order based on their last names to speak. After all nominees have been offered the opportunity to speak, Board members may speak about the candidates being considered regarding their nomination. The Board Chair shall call for the vote of each nominee, in randomly-selected order, until a nominee receives at least a majority vote of the Board.

4. After nominee receives at least a majority vote of the Board, the process is complete even if there are remaining nominees who have not been voted on.

5. If no nominee receives at least a majority vote of the Board, the Board Chair shall begin the process again.

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date

Yvonne Martinez-Sandoval: President's Office Executive Assistant   10/29/2021

support a virtual Open Call that would include a deadline for members of the public to register to speak prior to the meeting.

Member Sigafoos moved, seconded by Secretary Kuknyo, to livestream all DGB Meetings as soon as possible, and to have staff report back about the options available for members of the public to provide comments during Open Call if they do not attend a meeting in person. Motion carried 4-1 (Ayes: McCasland, Kuknyo, Sigafoos, and Bracety; Nay: Payne).

Member Sigafoos then addressed the meeting location issue. He indicated he does not believe it is worth the expense, wear and tear on equipment, and staff hours to hold meetings in locations other than the Rock House, except on special occasions. Secretary Kuknyo indicated that he did not like the idea of not having a meeting on the Verde side, and he wants to keep holding some meetings on that side of the mountain. Member Payne suggested that the board consider setting up a designated board meeting room in the Verde to accommodate meetings on both sides without moving and setting up equipment for each board meeting.

Member Sigafoos moved, seconded by Secretary Kuknyo, for staff to research and report back regarding two potential designated Board meeting rooms, one in Prescott and one in the Verde Valley, for meetings held next fiscal year. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, Bracety, and Payne).

3. Study Session
    a. Government Affairs Update – **INFORMATION** – Mr. Rodney Jenkins, Vice President of Community Relations {Time: 20} (*Attached*)

        Mr. Rodney Jenkins gave a presentation to the board about the upcoming Legislative Conference in Washington, DC, as well as the Community College Day at the State Capitol. His presentation was a review of the information provided for the Government Affair Update included in the Agenda Packet. (Refer to the Agenda Packet for those details.)

        LUNCH BREAK

    b. Yavapai College District Governing Board Policies – **INFORMATION AND DISCUSSION** – Dr. David Borofsky, Director of the Arizona Association of Community Colleges Trustee {Time: 90}

        (See Attachment B for more details on this discussion.)

        Dr. David Borofsky reviewed the following board policies with the board:
        *   101 College Priorities
        *   207 Presidential Compliance
        *   301 Board Budget
        *   305 Governing Board Style and Focus
        *   306 Board Code of Conduct and Ethics
        *   401 Delegation to and Accountability of the President
        *   402 Monitoring Presidential Performance

A lot of good collaborative discussion occurred during this session, and based off of that discussion, the following board policies will have be discussed for potential revisions at a future board meeting:

- 101 College Priorities – revise to include information relevant to the College's baccalaureate degrees.
- 307 Board Member Responsibilities and Obligations – revise the Law section to reflect the correct board practices.
- 305 Board Governing Focus & Style – consider potential revisions to item 1.
- 306 Board Member Code of Conduct & Ethics – consider potential revisions to include a time schedule and to indicate that Conflict of Interest forms are submitted to the board attorney and presented to the board in the January meeting.
- 401 Delegation to and Accountability of President – revise numbering on policy to be correct and consider addressing an appeal process if a request for information or assistance is refused by President due to amount of staff time and/or funds or if it is disruptive.

c. Open Meeting Law Review - **INFORMATION AND DISCUSSION** – Attorney Lynne Adams {Time: 30} (*Attached*)

Attorney Lynne Adams provided training to the board about the three main Open Meeting Law topics: email and meetings, serial discussions, and sticking to the agenda. Her presentation was a review of the information provided for the Open Meeting Law Review included in the Agenda Packet (Refer to the Agenda Packet for those details).

d. 2024 Board Member Conflict of Interest Forms – **INFORMATION AND DISCUSSION** – Attorney Lynne Adams {Time: 5}

Attorney Lynne Adams reported that all board member Conflict of Interest Forms were completed and submitted, and there are no conflicts of interest reported by any board member at this time.

4. Adjournment of Board Workshop: Procedural - **DECISION** {Time: 1}

Member Sigafoos moved, seconded by Secretary Kuknyo, to adjourn the Workshop. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafoos, Bracety and Payne).

Workshop adjourned at 2:17 p.m.

Respectfully submitted:

_____   _____
Deanne K. Petty, Recording Secretary   Date

_____   _____
Ms. Deb McCasland, Board Chair   Mr. Chris Kuknyo, Secretary

Chair McCasland: "Next, we have our governing board meeting delivery procedures. and Mr. Sigafoos will be addressing that issue."

Member Sigafoos: "Thank you. The reason for this item on the agenda is to address a potential change in the way we run, run our budget, our our budget, our meetings. And unless allow the public to have input into the process. And I'm got a a presentation I want to make. starting with the fact that this county has been split by the mountains since 19 since 1864. That's a long time. And about a third of our taxpayers live on the other side of the middle. I don't and there's no question that the geography issue short of drilling a tunnel will change. That is to say, that side of the of the county will always be isolated from this side of the county. Whether it grows at same rate. is it unknown? But at least at this point it's about a third and 2 thirds. There are at least 2 trumpets in the Verde Valley. who make it their object to whip up controversy about this college. One of them is a newspaper, the other is a blog blogs, but is run by Bob Olifant, who is a friend of mine, not a friend of mine, an acquaintance of mine. He served with me on the board for one year."

Chair McCasland: "Wasn't it two?"

Member Sigafoos: "Yeah, but actually he was on the board for one year. But he's been a thorn in our side ever since he left the board. I have a quotation from the recent blog post that I'd like to read for the record. The District Governing Board meeting distinguishes itself from nearly all significant governmental bodies in the county by refusing to live stream its proceedings. This decision seems like another attempt to withhold information about its activities, discussions, and debates from county residents. That was on the blog. If you look at it, and I do periodically, because I like to know who my enemy is, and what he's saying. My points are that is a burr under the saddle. When you've got somebody who's posting this on the Internet, you also have a newspaper. I believe it's called the Red Rock News. I've never seen a copy of it, but I've seen some of their editorials who make it their job to whip up actions and and and controversy with county residents on that side of the mountain. We do have an obligation to certain to make certain that taxpayers have the opportunity to just to understand our decision-making process."

Secretary Kuknyo: "Absolutely."

Member Sigafoos: "And Bob makes a very good point that when you have but a meeting here you have plot pack taxpayers. With a hundred and mile round trip, which will take 2 or 3 hour to make that trip. Uh .. they're not gonna show up, and if they have something to say, they're not gonna be able to say it. A significant amount of time and energy is also expended by the college for our staff to set up and manage the off-site meetings. Because we have to put the entire process from here to Clarkdale, or here to Sedona, or here at Camp Verde, not Camp Verde but uh Chino Valley. When we have a meeting that isn't located in our district uh governing board meeting room which is set up solely for that purpose. In most cases the audience for this meeting are made up of the usual suspects. I don't have an audience here for this point, because this meeting room is a little bit different than the one we would have in Clarkdale. But if I had a meeting in Clarkdale, and I asked everybody in the audience to raise their hand who wasn't associated with the college. I have a full room, but I'd have maybe 3 or 4 hands. and maybe one of those hands would might want to make an open call, or in the case of a controversy, maybe 20 of them would be. But the bottom line is the standard audience, for this meeting is made up of staff and faculty. And if

we have to move that staff and Faculty to Verde Valley or Sedona or Chino Valley or Prescott Valley that takes time and energy."

Dr. Rhine: "And expense."

Member Sigafoos: "And expense adopt time and energy and expense. Time and energy equals expense. That's Einstein's second law equals. Never mind. We have technology when this board had to goo Zoom Meetings, because if we closed down the campus in to 2010. We operated our board by zoom, and we had an audience in the background by zoom. So we have that technology we used it for about, I guess a good year before we actually got back to regular in-person meetings but we still have that technology. My suggestions are that we have 2 policies or procedures that we might want to adopt. And I'm not sure that this is an item that's on the agenda for decision, for discussion."

Attorney Adams: "It is. It's both."

Chair McCasland: "It is. It's both."

Member Sigafoos: "But we might want to have a discussion about streaming the meetings to allow a limited amount of opportunity and allow a limited amount of open call opportunity for the off site locations. That is to say, if you're on a Zoom Meeting of some sort, you might have the opportunity for an open call. Raise your hand during that period of time, so that you, as a citizen in Camp Verde, who's watching the meeting, could have his open call for her open call heard by the board at that point without he he or she having to make the 200 mile round trip."

Attorney Adams: "And if I can just interject, so I do work with several boards who do that, they for that, for people who want to to give open call, who are not at the meeting physically, they require them to sign up in advance by, say the you know noon the day before, so that they can get a link to provide them with that, either a call in number or a link to provide them with that information so it's doable."

Member Sigafoos: "That's an operational technology issue which probably I mean, we have that technology. We know it works. The question is, are we willing at this point, as a board, to make a decision, that this meeting should be able to be seen at least seen by the residents of the county in Bagdad. In North Wickenburg, in in Ashfork, or Seligman, if they have an opportunity to get that they don't have to make the the trip to here, or wherever the meeting is being held. That's the first part of the decision, and that could be separated from the second part. The second part is. we have 9 scheduled meetings a year. We don't meet in December. We don't meet in July or August, because there's nothing really going on in July or August and December is normally a holiday party, or it's a holiday kind of thing, and the college is shutting down, and we really don't. We don't have an agenda item for those 3 months. The only agenda item we would have for a June meeting is the opportunity to if we haven't made it in May to adopt a final budget which we have to do by June thirtieth. So we really the last number of years that I've been on here. We really haven't had a June meeting, so we have 8 meetings a year. If we have 2 of them in the Verde Valley. We have one in Chino Valley, and we have one here we have and one in Prescott Valley. That's 5 meetings outside of our dedicated board meeting room. That's 5 times we have to move the staff and the and the technology and set it all up for having those kind of meetings. And that's an expense item we need to look at whether or not we actually need to have those 5 meetings on an annual basis. Seeing us once a year in a different location may or may not be the most effective use of the staff time and the staff and and the the college budget issue. Making it every 2 or 3 years. Yeah, we

have uh you know, back and forth with the local community as members, but on an annual basis, holding 5 of the 8 meetings outside of our dedicated Board Meeting room is beginning to look like it's not making any sense to me as a member of the board for 18 years now. We've done it. We've been doing it for that period of time. I think maybe it's time to take a look at that issue.

Dr. Rhine: Ray? Can I just ... historically have … have we done it differently?

Member Sigafoos: "No."

Dr. Rhine: "I mean, have we … have we always done that circuit?"

Member Sigafoos: "ugh…"

Dr. Rhine: "I..I..We've done it ever since I've been here. And I kind of…."

Member Sigafoos: "I..I don't. I don't recall that we have done it to that extent."

Dr. Rhine: "Okay."

Member Sigafoos: "There have been times, and I believe it's been like, maybe 10 years ago or so. When we didn't actually have a meeting in Prescott Valley. As an example, we didn't have a meeting out in Chino Valley because we didn't have it a fully adopted center out there. The building actually wasn't built until 2012, I believe. So the answer is historically, it's been mostly done. But I get the idea of having our board meetings held here live streaming it to the world and not having to deal with the question of, do we move staff and faculty and technology to 5 different locations.

Member Bracety: "and travel time."

Member Sigafoos: "and the travel time for us to by the way."

Member Bracety: "Are you recommending to have all boarding meetings at the Rock House and just live stream it?"

Member Sigafoos: "Yeah."

Member Bracety: "Okay."

Member Sigafoos: "That's my proposal. Now, you might say, well, let's do it every let's do. Every other year we'll go to Chino Valley, or every other year we'll go to to the Verde, or someplace like that. But at this point ye ye if we are doing technology the right way. We don't need to have all the staff and faculty run out to, but Sedona center. We don't need them all to run out to the Chino center. Now, there might be an example of where we've got the new Sedona center all set up, and we've not seen it. We go out there, and we have a meeting there just to see the the way it's done. or the changes in the Rock House or in the the Chino Valley, but that's a special occasion. But I think, as a board policy it ought to be. We're going to meet in the meeting room. We've set up for ourselves the technology we've set up for ourselves. Let the world see what's going on. Let the world react to it like an open call kind of thing. And unless we have a special meeting, need to go there, we just don't go there. That's that's my, that's my bifurcated proposal. The first part, which is the live streaming, the second part, which is the meeting area meeting room.

POLICY 307 - Discussion

Member Payne: "II I'm gonna jump over to 307 on you."

Dr. Borofsky: "Okay."

Member Payne: "307 is board member responsible and obligations."

Dr. Borofsky: "Hang on. I'll pull it up. I've got it, cause it's one of the ones we're gonna talk…"

Member Payne: "One of the items that falls under law on the backside of 307. As board members may use electronic messages to communicate with college administration regarding college and board at business. Including requests for factual information related to the college or board. As long as no other board members are copied on such message.

Chair McCasland: So what is your point.

Member Payne: "Well, I'm I'm hearing one way of communications, but this seems to contradict it. It's staff."

Chair McCasland: "No we don't send emails to staff."

Dr. Borofsky: "No 307 is not on the list…Deanna can start that up again? Can I see that, Toby?"

Member Payne: "Yes, sir."

Attorney Adams: "You can send emails just to the board staff … to board staff."

Member Payne: "Yes you can as long as you don't copy the board…. Well, it doesn't state board staff."

Chair McCasland: "Oh yeah definitely… I'm talking about like the folks in the PAC."

Member Payne: "I'm alright, I'm just reading it and trying to. I just wanna be able to follow it.

Dr. Borofsky: "Yeah. So it does say that it's it's pretty clear that it says board members may use electronic messages, ie. Emails, doesn't say that. But that's what it means… to communicate with college administration regarding college or board business. Including requests for factual information related to the college or the board as long as no other board members are copied on such a message.

Member Payne: "Period."

Dr. Borofsky: "So, what this says is Toby or Chris or Ray could send a note to Clint and say, I want to know XY. And Z. And not copy the President, I mean, that's what this says.

Secretary Kuknyo: "it says that…"

Chair McCasland: "There's another one there, though, that our communication only goes through the President

Dr. Borofsky: "Well so we….Thank you, Deanna."

Attorney Adams: "Yeah I would put that on, that's great. I'd put that on the list."

Member Bracety: "It's a parking lot item."

Dr. Borofsky: "Yep, 307."

Member Payne: "Park it big time."

Attorney Adams: "Cause I think we were thinking at the time the discussion was about like if you were to email Deanne, or Yvonne, or the President, but you're right all of the administration includes more than just those individuals, so you may want to work on that."

Chair McCasland: "Because I would never do that, because I don't. That would be directing the the…"

Member Payne: "I don't think that did. I don't think that's happened. I'm just saying that's the policy as what is written.

Ms. Sandoval: "What number is that?"

Member Payne: "307… 07 law on the back..part of 307. It means talk to the Attorney.

Dr. Borofsky: "Well, there may be something in statute about that …"

Member Sigafoos: "That's the continuation of a sentence that actually beings open meeting law."

Attorney Adams: "It is….oh yeah I was going to say it is an open meeting law issue. But I think that it's the overlay of board interaction with Staff that we're really talking about here, too."

Member Sigafoos: "It's really 11. ABC and D."

Attorney Adams: "Oh is that what it is… oh I see…Law just isn't there on it's own."

Dr. Borofsky: "It's because of the way it was cutoff."

Member Sigafoos: "It was paginated incorrectly."

Attorney Adams: "oh, so it's the okay, yeah."

Dr. Borofsky: "Open reading law."

Attorney Adams: "Yeah. Yeah. Thank you."

Dr. Borofsky: "Okay."

Chair McCasland: "Okay."

Dr. Borofsky: "Good catch, Toby. Thank you."

POLICY 306 - Discussion

Dr Borosky: "306 means that you are expected to govern ethically. That you do not have conflicts of interest when making decisions. And if you do you need to declare those and and pull yourself away from voting on a particular issue, that you may have that conflict with that you not only expect appropriate behavior from yourself. But that you expect appropriate behavior from each other. I think that's important that the 5 of you have what I call R. And D. Respect and dignity. I've talked about that in the past for one another. Not that you always agree. You don't have to always agree but that you have appropriate behavior with each other. and that you can hold each other accountable. Now you know the interesting thing about elected officials on boards in this state is unless you've done something egregious there are no there is no way to hold you accountable for inappropriate behavior unless it's really bad inappropriate behavior. But doing, you know, violating a policy is not going to get you thrown off the board because there's no mechanism to do that. So you have to hold each other accountable. And here's where I put in under 306, the note that it's not the President's responsibility to ensure appropriate board behavior. It's the 5 of you and your responsibility to do that. So conversation, discussion, questions.

Member Payne: "I've got several."

Dr. Borofsky: "Okay, sir."

Member Payne: "If, just having done this before to other boards holding each other accountable means that the the actual disclosure of of interest would be exposed to all board members. and without that happening here. I'm concerned over it. What I'm saying is is, I didn't see yours, Chris. I didn't see yours. I didn't see anybody else's. I turned mine in. That's a problem with me.

Attorney Adams: "We're gonna... that's on the agenda."

Member Payne: "Okay, let me keep going. Number number 2 is that there should be a time schedule in in policy policy 306 what I'm saying is is that it'll be done at the start of the year, or wherever you want to do it, there should be a time. Schedule number 3 is is that? And this was major with me. Getting the form up in the top of the form, it says, see the attached guidelines. There were no attached guidelines given to me with the form. Therefore, I...I went back and forth a few times. Thank you. I...I got 38,502 and 503, which made it so I understood because I had have a situation where from a previous marriage. I have a older son close to 50, so you know and he he's been doing business with the college. So did I have a conflict. So I needed to have those forms to be able to determine that. And it does substantial, and I have no interest at all, nor do I know the business he was doing, but it was exposed to me when I was working on the Verde Valley campus with Ryan. Is it right, Ryan? Okay. And and also up in the policy at the top of it. It says as required by board policy 307. It's actually 306 that requires it. And that's a problem there. So all of these are things that I think need to be corrected in this. Okay. I'm done.

Attorney Adams: "And just to be clear. So what we usually do is every one submits. And then II talk about whether or not there's anybody's identified a conflict at the board meeting. So that's the last item on the agenda today, so you can see each other's you can see each other's forms. But that's the typically the way we do it is I report out at the meeting publicly."

Member Payne: "Is is ... okay. Then then I guess that should be in the policy that the attorney will

make it so that the Board members see that and other boards I've been given them, and then everybody re reviews everybody, so I don't care how it's done, but it should be done."

Dr. Borofsky: "Yep. good suggestions. And what we added that I see Yvonne writing, and she's not writing me a love note. So she must be adding into the parking lot. Okay.

Member Payne: "Okay, good."

Dr. Borosky: "Thank you, Toby."

Member Payne: "You're welcome."

POLICY 401 Discussion

Dr. Borofsky: "Okay. 401. This is your delegation to an accountability of the President. And basically this says with a lot of words, including the AR. S. 1514, 44, a 6 plus B 4. The ability to delegate to the college president all of his authority to do all kinds of things. And you've done that as most of the colleges in Arizona have. and it I will tell you that I did have a conversation with a board chair one time, and this person said to me, but it says in the statutes that that the Board can hire all these people. So I looked at her, and I said. You have thousands of employees here. You're a volunteer. You're elected, but you're a volunteer. Why do you want to spend all day and all night hiring and terminating employees. But she looked at me and says, I don't. and I said, If that's the case. then you should be delegating this to the President and and allowing this President to do his or her job."

Chair McCasland: "Don't some of them still approve the contracts?"

Dr. Borofsky: "They do. Yeah. Some of them, on the consent will do it on the consent agenda agenda. They'll do an Hr. Report on the agenda, which includes terminations new hires. But they aren't involved in the actual interviewing and hiring."

Chair McCasland: "So I don't know how you can make a judgment on that, because you're not involved. I mean Dr. Rhine and her staff are involved in that. And ...They take care of it."

Member Bracety: "Not only that, the hiring and firing that's the easy part. It's the just the uh the discussions or discipline or counseling leading up to the termination. That's the time-consuming part."

Attorney Adams: "I'll just say you guys are the leaders on this you were the first to delegate the authority long ago and several community colleges have followed, and I know that there are K-12 who also wish to follow because they also... don't... they get lists and lists at every board meeting of everything. And they right and and they have no idea they're approving them, but they have no idea of any of the details. So kudos to to this board for doing this."

Chair McCasland: "It's part of the how? Yep."

Member Payne: "We're on 401."

Dr. Borofsky: "Yes, sir."

Member Payne: "Okay, 401... this would be it's a second number one in the case of board members or board committees requesting information or assistance without authorization. The President shall refuse. What? Where? I'm confused here is where's the procedure to get that authorization? And what is the authorization."

Dr. Borofsky: "So it says in the case of board members of board committees requesting information or assistance without authorization."

Attorney Adams: "...for yeah. It's 4 on your slide, but it's the renumbering started again, for some reason on the policy that Toby pulled up that it should be number four."

Dr. Borofsky: "So the authorization as we have talked about in the past. Umm...."

Member Payne: "So it's I'm looking for the procedure, for …."

Dr. Borosky: "So it would come. It would come from the board as a whole. So in the case of Board members or Board committee requesting information, should say without board authorization, probably Full Board authorization. So the the President has the according to this policy, and we also spent a lot of time on this particular piece. I believe that that if there is a lot of cost and time and data based on the request from either a board member or a board committee. Then it needs to go to the full board for request and then direction by a majority vote of the Board to the President. Because. again, I've seen this, you've probably seen it, too. Someone, a board member has a request for information which it's not readily available. It's not like you can just pull it out of the the ether or out of the computer system. and it requires intertwining 6 different reports to get all the information and depending on the time of year. And I'm starting to learn this as I deal with some of the data issues with the IR folks around the State. There are certain times end of the fall beginning of January, beginning of spring, winter, spring when the IR. Folks are needy in getting information to the State for required reports to the Legislature, the JBCL. JLbc. II got them right, but the wrong word. JLBC. Some of the state reports that end up actually going in under my signature now. And trying to get information out of them at the same time is near impossible. So I think some of it depends on what's needed. And, more importantly, why it's needed. And if a board member feels that that information is warranted then, and the President says, and I can't do it. Then bring it to a board meeting and let the Board decide. That's why you have for the Board members to have those kind of conversations."

Chair McCasland: "And we had a former board member that wanted a huge amount of data that wasn't something that the college had kept. So he was. It's formed that if you really want this, it's gonna cost you. Was it $150 for the paper and the time to put together the report?"

Dr. Rhine: "oh.. No it was in the thousands."

Chair McCasland: "It was in the thousands."

Dr. Rhine: "He narrowed his scope. But he was going through the open records request because he didn't bring it to the board. So the answer was no we're not going to provide this data it's not in a canned report. It's going to take time and energy of staff that aren't available right now. So they went through open records, and and then it was, we can do that. But it's going to be thousands of dollars because you wanted to email correspondence."

Ms. Sandoval: "And no, it wasn't he wanted... It was how many years he wanted to go back. And so when you fill out a public record request. There's always an item that says free. But the problem is the the time it takes the staff to do that. It stops becoming free. And so we have to notify the person who requested the who submitted. The request is no longer free for these reasons, and this is how much it's gonna cost you either. Would you like to pay for this amount. Or would you like to submit a different request? And I have to do all of that, and writing, they all come to me. So I have to do that in writing, that they cancel the original, that they have to cancel these original request, and then, if they would like to submit another one."

Member Bracety: "So what do you do? Cancel?"

Attorney Adams: "You guys are off topic."

Member Payne: "So so my my question is, where is the capability of a board member asking for information, or is it in writing that they can ask for it? Reasonable information?"

Dr. Borofsky: "It's right there you can ask for it. But the President reserves the right to refuse those requests ….."

Member Payne: "I understand…."

Member Payne: "….if they're and she would respond to you or to any other board member in a way that said. You know I know you want to know how many pianos we have, but I can't get to that information. It's not reasonable. And then the board member can bring it to the full board and say, Look, I need to know how many panels we you have."

Member Sigafoos: "I think, what Toby's requesting his that second part there. There's nothing in the policy as to the appeal process."

Attorney Adams: "40 401?"

Member Payne: "It doesn't. It doesn't say so. Accountability to the President, I guess, makes it so that it's supposed to be requested of the President. Okay."

Member Sigafoos: "But there should be, according to your question. some sort of here's what you do if you if you get the then no. it's been denied what's the recourse. Is that what you're asking?"

Member Payne: "Yeah. You know, Where? How do you? How do you actually get it. And and…hmm"

Chair McCasland: "You copied me on that also, and I ask you how that would help you make decisions to support students.And how it would be used in your role as a board member. And I knew that that information was not really available was going to require research."

Member Payne: "I fail to understand how the number of people registering for for a specific class over 2 or 3 years wouldn't be readily available information."

Dr. Rhine: "It's not in the canned reports, it would have to be created. It would be time and effort to extract that data and create that report for you. If it's in a canned record, and it's available. We we would give it to you right away. But if it requires staff time to be pulled off, and you know I have to put in a data request for that. Specifically. That's that's a use of time and energy. For what purpose? And that's why I gave it to the board chair to say for what purpose? How is this going to help a board member to do their job?"

Member Payne: "It's… well for… And I answered it back."

Dr. Borofsky: "Time out, Time out…we're knee deep in…."

Member Payne: "This was… out of control."

Dr. Borofsky: "Well, I don't think it's out of control. I think that you made a request. The quest was denied and maybe the policy is lacking. But again, I I'll interpret the policy for you. So you can be mad at me. But Number 4 basically says that the President has that author. It has that ability because you

delegated it to her. But but one thing II think I would say to this board in general. If you as a board member. Ask a question. and you don't like the answer, or you can't get the answer. Then you should bring it to a board meeting and and put it on the agenda. I mean, that's why you have 5 members of a board and you bring it to the board chair, who creates the agenda and ask that it be put on so you can have that conversation. Now we can have that conversation here and solve the problem. But I think. Lynn, tell me if I I'm gonna go overboard here. But if you can't give the President a reason in this case, Toby, why you want that information. It puts the request in the ether as to why and whether you think it's available or not is not the issue. The issue is, why is the board member. Do you need it to do your job as a board member? Better?"

Member Payne: "I did that."

Dr. Borofsky: "Okay. Then, if if you did it then, and you've weren't happy with the answer. Then you should bring it, put it on the agenda and bring it to a board meeting."

Member Payne: "Sure I did that I got no answer. I was already denied. and and to get it on the board agenda I had to go back to the person that denied me."

Attorney Adams: "So it sounds like or at least for the policy that we're looking at. 401. We want to take a look at it, and again to Ray's Point. Put a put an appeal process in, or at least consider how procedures… yeah."

Member Payne: "Procedures."

Secretary Kuknyo: "Well, I've seen. I've seen 4 used as a weapon to, to actually disrupt staff and to paralyze them. They get flooded with public information requests, and it really hammers up. And that's why they made a lot of changes. But if it's a simple question. I don't know if if it's worth the time. I don't know. I don't know anything about what you guys want to do?"

Attorney Adams: "Well, maybe that. And I don't either. But I think that that's I was. Gonna say, I think that that's probably for the board when you talk about policy for all. And how do you balance those 2 interests? the kind of overwhelming of staff, as you said, that can be a tool versus weapon. I've always seen it done by the public not by a board member."

Member Payne: " And I went back and did a specific freedom, freedom of the information request or the same information. Because as a board member. I wasn't allowed to get it."

Chair McCasland: "There was an also an email sent."

Dr. Borofsky: "Okay, let's let's hold that for for a different…. or.."

Member Sigafoos: "Can I make a comment?..... I'm not involved in the process."

Dr. Borosky: "Yes."

Member Sigafoos: "but I'm looking at policy 308, which is board planning and agenda and it is pretty clear as to what the what the board member wants to get. On the agenda he goes through the board chair, and but the final point is, if the Board member feels this process has not been followed appropriately here, he or she will inform the chair who will place the matter on the next board agenda regardless of whether or not it's been placed on the agenda because it's a board policy question or the

President's response. or is this, it's a three-step process. But the final step in that process is you've denied me twice. Let's get it on the agenda."

Member Bracety: "So ultimately it does get on the agenda?"

Member Sigafoos: "Yeah, you should be able to get it on the agenda based on this based on 308. If it's the Board's issue. Now, the board issue, item one says, if it's a board issue, you can place it on the agenda. Item 2 says if it's a president's issue, blah blah blah. If the board member feels process has not been followed appropriately he or she will will inform the chair who will place it on the agenda. There's no ifs or buts at that point that has not been requested."

Chair McCasland: "It has not been requested."

Member Sigafoos: "I understand that I'm not talking about this particular situation. I'm saying there is a process in 3 8 to get that job done. But it's not referenced in 401."

Member Bracety: "Hopefully, a conversation could be had to off topic to say, Hey, before we go there."

Member Sigafoos: "Dispute resolution is not, is not part of this issue."

Member Bracety: "Just saying."

Chair McCasland: "okay."

Attorney Adams: "But we can look at policy 401 generally."

Member Sigafoos: "And if you wanted to say see 308, for a resolution."

Secretary Kuknyo: "Yup, and you know we gotta remember to when we go through these things. It's not just us. Cause I think we function pretty good as a board. But I mean, this is for the future. And I think of a board members, past and stuff and and things that could have been used up, and we just gotta be really careful that we don't just put apply this to us. It's it's for forever."

Dr. Borofsky: "It's good. It's for good board practice, right and policy."

Dr. Rhine: "I think it's very important in item, well, item 4 on the slide, where it says, in the President's opinion, because you cannot know at any point the load that an employee is under, or the situation in that unit, we might have people out on FMLA. We may have reduced staff. We may not be fully staffed in a unit, and the number of open records we records requests we get is significant. And so so the queue, I mean, does a board member get priority in that queue for an open records request? When it's it's questionable, right? So it's just that. You just can't know. And that's also the timing. You know the end of the semester. Horrible time to ask for information, because all the reporting happens at December. It happens at the end of spring. And that's when we get a lot of. So so I have to prioritize. You know, we sit down and prioritize those and where they go. And so it's just not about you wanting a simple answer. It's it has to go in to the queue. And it is significant amount of work time that spent on that instead of college work getting their work, their jobs done because they're pulled off to do. Hr. All they is always dealing with open rec.. And then we have to have the attorneys go in and redact all the information. And it's just a lot."

Ms. Sandoval: "The most public records request I get either have to do with HR or they have to do with finance. That's it. Yeah, nothing else contracts, or some of that contract, but they always happen at the end of the year, or right before we go into winter break."

Member Bracety: "So you could give out termination information?"

Attorney Adams: "I'm going to stop you're off topic."

Dr. Rhine: "In a public records request. We've had a number of times when employees terminated. They will ask for email correspondence between this person and this person. From this data, which requires, as first of all, that Patrick, pull them all off, print them, and then, under hurry has to go through and redact personal media. It's just it's there's huge amount of work."

Dr. Borofsky: "So this sounds like an agenda item for the board meeting. The the kinds of the kinds of information to answer your question that, didn't realize you had 20 that you get for public records. Request it could be a 10 min report from Yvonne."

Secretary Kuknyo: "But a board member should take priority. I think a little bit on that."

Chair McCasland: "No."

Secretary Kuknyo: "No?"

Dr. Borofsky: "okay."

Attorney Adams: "You have to respond properly."

Dr. Borofsky: "Right, yeah. There's timing issues and everything else. Okay, I think we've beat it to death."

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
REPORT OF EXPENDITURES

For the Five Months Ended November 30, 2023

District Governing Board

Fiscal Year 2023-24 Budget: **$ 261,680**

EXPENDITURES (note 1):	Purpose	Year-to-Date Expenditures	Encumbered Obligations	Total Expenditures/ Encumbrances	
Salary Expenses	Staff Support	$ 43,912	$ 44,147	$ 88,059	
AACCT Mini-conference/meeting (Yuma)	Registration/travel	1,183	-	1,183	
ACCT Leadership Congress (Las Vegas)	Registration/travel	20,429	-	20,429	
ACCT National Legislative Summit (DC)	Registration/travel	4,825	-	4,825	
AGB National Conference on Trusteeship (Boston)	Registration/travel	795	-	795	
Osborn Maledon, PA	Legal Services	9,832	37,563	47,395	
Other - Various	Catering/supplies/other	2,993	-	2,993	
YC Printing Services	Printing	357	-	357	166,036

Remaining Budget - November 30, 2023   **$ 95,644**

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Five Months Ended November 30, 2023 - 41.7% of the Fiscal Year Complete

Fiscal Year 2023-2024

SUMMARY - ALL FUNDS

	Year-to-Date Revenues		Year-to-Date Revenues	Budget	Percent of Budget
REVENUES:					
General Fund	$ 29,127,243		$ 29,127,243	$ 58,380,200	49.9%
Restricted Fund	8,707,103		8,707,103	19,242,800	45.2%
Auxiliary Fund	3,455,080		3,455,080	6,560,200	52.7%
Unexpended Plant Fund	11,172,748		11,172,748	18,028,600	62.0%
Debt Service Fund	525,016		525,016	1,258,600	41.7%
TOTALS	**52,987,190**		**52,987,190**	**103,470,400**	**51.2%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
General Fund	$ 24,806,054	$ 18,972,805	$ 17,156,745	$ 26,622,114	$ 58,380,200	45.6%
Restricted Fund	6,962,589	3,173,914	1,579,683	8,556,820	19,242,800	44.5%
Auxiliary Fund	2,757,354	1,428,717	1,396,649	2,789,422	6,560,200	42.5%
Unexpended Plant Fund	3,686,768	7,924,962	-	11,611,730	18,028,600	64.4%
Debt Service Fund	1,100	523,501	-	524,601	1,258,600	41.7%
TOTALS	**38,213,865**	**32,023,899**	**20,133,077**	**50,104,687**	**103,470,400**	**48.4%**
SURPLUS/(DEFICIT)				**$ 2,882,503**	**-**	

COMMENTS:

Through the fifth month, 48.4% of budget has been committed (excluding labor encumbrances) compared to 51.2% of revenues received

The budget currently has a surplus of $2,882,503.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Five Months Ended November 30, 2023 - 41.7% of the Fiscal Year Complete

Fiscal Year 2023-2024

GENERAL FUND

	Year-to-Date Revenues		Total Revenues	FY 23/24 Budget	Percent of Budget	FY 23/24 Estimate	Budget to Estimate Variance	FY 22/23 Actuals	Percent Change (Current Versus Prior Year)
REVENUES:									
Primary Property Taxes	$ 18,847,290		$ 18,847,290	$ 45,369,600	41.5%	$ 45,369,600	$ -	$ 17,515,880	7.6%
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%
Tuition and Fees	9,684,876		9,684,876	12,896,000	75.1%	12,696,000	(200,000)	8,853,079	9.4%
Tuition and Fees - Contingency	-		-	(630,000)	0.0%	(430,000)	200,000	-	0.0%
State Appropriation - Maintenance	186,500		186,500	373,000	50.0%	373,000	-	150,200	24.2%
State Appropriation - Rural Aid	1,542,200		1,542,200	3,654,000	42.2%	3,084,400	(569,600)	1,391,100	10.9%
YCF Contribution - Basketball Program	-		-	406,000	0.0%	406,000	-	-	0.0%
Other Revenues	313,751		313,751	512,000	61.3%	512,000	-	192,359	63.1%
Interest Income	365,292		365,292	300,000	121.8%	500,000	200,000	45,152	709.0%
Fund Balance Applied to Budget	1,176,917		1,176,917	2,824,600	41.7%	2,824,600	-	719,583	63.6%
General Fund Transfer In/(Out)	(2,989,583)		(2,989,583)	(7,175,000)	41.7%	(7,175,000)	-	(1,584,875)	88.6%
TOTAL REVENUES	**29,127,243**		**29,127,243**	**58,380,200**	**49.9%**	**58,010,600**	**(369,600)**	**27,282,478**	**6.8%**

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	FY 23/24 Budget	Percent of Actual and Non-Labor Encumbrances to Budget	FY 23/24 Estimate	Budget to Estimate Variance	FY 22/23 Actuals	Percent Change (Current Versus Prior Year)
EXPENDITURES (Note 1):										
Instruction	$ 9,057,512	$ 5,956,396	$ 5,761,289	$ 9,252,619	$ 21,652,400	42.7%	$ 21,479,181	$ (173,219)	$ 8,159,416	11.0%
Academic Support	2,380,282	1,849,258	1,842,076	2,387,464	5,663,900	42.2%	5,607,261	(56,639)	2,157,697	10.3%
Institutional Support	5,801,168	5,314,853	4,231,040	6,884,981	12,403,400	55.5%	12,341,383	(62,017)	5,621,169	3.2%
Student Services	4,133,155	3,618,779	3,514,277	4,237,657	10,015,100	42.3%	9,914,949	(100,151)	3,593,043	15.0%
Operation/Maintenance of Plant	2,785,747	2,196,333	1,808,063	3,174,017	7,192,400	44.1%	7,120,476	(71,952)	2,965,131	-6.0%
Scholarships	637,904	37,186	-	675,090	1,440,600	46.9%	1,440,600	-	718,125	-11.2%
Public Service	10,286	-	-	10,286	12,400	83.0%	12,400	-	2,513	309.3%
TOTAL EXPENDITURES	**24,806,054**	**18,972,805**	**17,156,745**	**26,622,114**	**58,380,200**	**45.6%**	**57,916,250**	**(463,978)**	**23,217,094**	**6.8%**
SURPLUS/(DEFICIT)				**$ 2,505,129**	**$ -**					

COMMENTS:

Tuition and Fees revenues above budget due to a significant amount of the spring 2024 semester being recorded. This will even out over the next six months.

Second quarter State appropriations were received in October 2023.

The State Appropriation - Rural Aid budget was based upon the Governor's proposed budget, however, it was decreased by $569,600 during budget negotiations. This occurred after the District's budget was passed.

Interest income is exceeding budget by a large amount due to short-term interest rates being at a fifteen year high (Fed tightening).

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

The Budget currently has a surplus of $2,505,129.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES

For the Five Months Ended November 30, 2023 - 41.7% of the Fiscal Year Complete

Fiscal Year 2023-2024

	Year to Date	Prior Year	Percent Change	
Salaries	$ 14,559,663	$ 13,126,908	10.9%	**1**
Benefits	4,623,115	4,078,816	13.3%	**2**
Supplies	1,364,134	1,314,431	3.8%	
Contractual Services and Other	2,365,530	2,824,271	-16.2%	**3**
Utilities & Communications	753,919	701,453	7.5%	**4**
Travel, Conferences & Memberships	501,789	453,090	10.7%	**5**
Scholarships	637,904	718,125	-11.2%	**6**
	$ 24,806,054	$ 23,217,094	6.8%	

1 - Salaries increased due to annual compensation increases, market compensation increases, the addition of
several new positions and a couple of large employee payouts done in July.

2 - Benefits mainly increased due to compensation increases, new positions and higher tuition/fee waiver
benefits due to the new bachelor's program. When new positions are added YC pays more in medical premiums,
FICA (7.65%) and retirement (12.29%). In regards to existing position market adjustments and compensation
increases, YC is required to pay FICA (7.65%) and retirement (12.29%) on those amounts.

3 - Change mainly due to timing differences with the prior year and will dimish in future months.

4 - Utilities & Communications increased from the prior year due to a hotter summer and general price increases.

5 - Travel, Conferences & Memberships increased from the prior year due to higher food, lodging and
airfare, and increased in-state and out-of-state travel.

6 - Scholarships decreased due to fewer athletes compared to the prior year. In the prior year, several coaches resigned
at the beginning of the season which caused additional scholarships to be awarded.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Five Months Ended November 30, 2023 - 41.7% of the Fiscal Year Complete

Fiscal Year 2023-2024

RESTRICTED FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Federal Grants and Contracts	$ 4,764,189		$ 4,764,189	$ 10,616,800	44.9%
State Grants and Contracts	528,115		528,115	1,532,800	34.5%
Private Gifts, Grants and Contracts	719,212		719,212	956,000	75.2%
Proposition 301 Workforce Development	635,321		635,321	1,300,000	48.9%
Proposition 207 Workforce Development	833,333		833,333	2,500,000	33.3%
State Appropriation - STEM Workforce	318,600		318,600	637,200	50.0%
Fund Balance Applied to Budget	908,333		908,333	1,700,000	53.4%
TOTAL REVENUES	**8,707,103**		**8,707,103**	**19,242,800**	**45.2%**

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Instruction	$ 1,789,046	$ 2,418,872	$ 887,841	$ 3,320,077	$ 7,949,400	41.8%
Academic Support	-	-	-	-	-	0.0%
Institutional Support	-	-	-	-	-	0.0%
Student Services	602,255	173,548	173,548	602,255	1,422,000	42.4%
Operation/Maintenance of Plant	2,126	-	-	2,126	18,400	11.6%
Scholarships	3,642,679	-	-	3,642,679	7,260,200	50.2%
Public Service	926,483	581,494	518,294	989,683	2,592,800	38.2%
TOTAL EXPENDITURES	6,962,589	3,173,914	1,579,683	**8,556,820**	**19,242,800**	**44.5%**
SURPLUS/(DEFICIT)				**$ 150,283**		

COMMENTS:

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

First quarter STEM Workforce appropriation was received in October 2023.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Five Months Ended November 30, 2023 - 41.7% of the Fiscal Year Complete

Fiscal Year 2023-2024

UNEXPENDED PLANT FUND

	Year-to-Date Revenues			Total Revenues	Budget	Percent of Budget
REVENUES:						
Primary Property Taxes	$ 3,439,860			$ 3,439,860	$ 8,280,500	41.5%
Primary Property Taxes - Contingency	-			-	(45,000)	0.0%
Investment Income	201,392			201,392	80,000	251.7%
Other	13,696			13,696	40,000	34.2%
Fund Balance Applied to Budget	5,362,500			5,362,500	5,362,500	100.0%
General Fund Transfer In	2,155,300			2,155,300	4,310,600	50.0%
TOTAL REVENUES	**11,172,748**			**11,172,748**	**18,028,600**	**62.0%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Planned Maintenance	$ 1,030,472	$ 906,114	$ -	$ 1,936,586	$ 3,974,000	48.7%
Unplanned Maintenance	54,600	44,246	-	98,846	275,600	35.9%
Capital Improvement Projects	1,815,235	6,635,110	-	8,450,345	10,446,300	80.9%
Equipment	622,016	316,339	-	938,355	2,221,800	42.2%
Furniture and Fixtures	161,167	23,153	-	184,320	257,500	71.6%
Library Books	3,278	-	-	3,278	90,900	3.6%
Capital Contingency	-	-	-	-	762,500	0.0%
TOTAL EXPENDITURES	**3,686,768**	**7,924,962**	**-**	**11,611,730**	**18,028,600**	**64.4%**
SURPLUS/(DEFICIT)				**$ (438,982)**	**-**	

COMMENTS:

The Budget currently has a deficit of -$438,982 as a result of a significant amount of Preventative Maintenance and Capital Improvement Projects being encumbered for the fiscal year. The supporting revenues will be received over the remaining fiscal year.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Five Months Ended November 30, 2023 - 41.7% of the Fiscal Year Complete

Fiscal Year 2023-2024

AUXILIARY FUND

	Budgeted Revenues	Budgeted Expenses	Budgeted Surplus/ (Deficit)	Actual Revenues	Actual Expenditures and Non-Labor Encumbrances	Year-to-date Surplus/ (Deficit)
AUXILIARY ENTERPRISES						
Residence Halls and Summer Conferences	$ 1,307,000	$ 516,200	$ 790,800	$ 1,236,873	$ 191,067	1,045,806
Transfer To Debt Fund to Pay Revenue Bonds	(400,900)	-	(400,900)	(167,042)	-	(167,042)
Subtotal - Residence Halls and Summer Conferences	906,100	516,200	389,900	1,069,831	191,067	878,764
Bookstore Rental and Commissions	60,000	-	60,000	32,897	666	32,231
Food Service & Vending	95,000	403,700	(308,700)	36,771	130,917	(94,146)
Employee/Student Housing Rental	214,200	272,800	(58,600)	8,974	3,899	5,075
Edventures	342,000	352,300	(10,300)	75,725	67,344	8,381
Winery - Tasting Room	300,000	345,000	(45,000)	144,545	134,024	10,521
Family Enrichment Center	757,300	1,021,400	(264,100)	325,874	461,109	(135,235)
Community Events	812,300	1,154,400	(342,100)	369,837	705,496	(335,659)
Performing Arts Productions	340,000	345,900	(5,900)	202,650	243,494	(40,844)
SBDC (Federal Grant Match Requirement)	-	186,600	(186,600)	505	49,171	(48,666)
Yavapai College Foundation	543,800	543,800	-	213,019	213,019	-
Other Auxiliary Enterprises	180,600	149,100	31,500	137,410	102,133	35,277
General Fund Transfer In	2,008,900	-	2,008,900	837,042	-	837,042
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,169,000	(1,169,000)	-	487,083	(487,083)
	$ 6,560,200	$ 6,560,200	$ -	$ 3,455,080	$ 2,789,422	$ 665,658

Comments:

Residence Halls and Summer Conferences revenues are above budget due to most of the spring 2024 room revenues being recorded.
This will even out over the next few months.
The Budget currently has a surplus of $665,658.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Five Months Ended November 30, 2023 - 41.7% of the Fiscal Year Complete

Fiscal Year 2023-2024

DEBT SERVICE FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Investment Income	$ 16		$ 16	$ -	100.0%
General Fund Transfer In	356,458		356,458	855,500	41.7%
Auxiliary Fund Transfer In	167,042		167,042	400,900	41.7%
Fund Balance Applied to Budget	1,500		1,500	2,200	68.2%
TOTAL REVENUES	**525,016**		**525,016**	**1,258,600**	**41.7%**

DEBT SERVICE FUND	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Revenue Refunding Bonds - 2021						
Principal Payments	$ -	$ 347,917	$ -	$ 347,917	$ 835,000	41.7%
Interest Payments	-	8,542	-	8,542	20,500	41.7%
Revenue Bonds - 2013				-		
Principal Payments	-	147,917	-	147,917	355,000	41.7%
Interest Payments	-	19,125	-	19,125	45,900	41.7%
Bank Fees	1,100	-	-	1,100	2,200	50.0%
TOTAL EXPENDITURES	**1,100**	**523,501**	**-**	**524,601**	**1,258,600**	**41.7%**
SURPLUS/(DEFICIT)				**$ 415**	**$ -**	

COMMENTS:

Through the fifth month, 41.7% of budget has been committed compared to 41.7% of revenues received

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
REPORT OF EXPENDITURES

For the Six Months Ended December 31, 2023

District Governing Board

Fiscal Year 2023-24 Budget: **$ 261,680**

EXPENDITURES (note 1):	Purpose	Year-to-Date Expenditures	Encumbered Obligations	Total Expenditures/ Encumbrances	
Salary Expenses	Staff Support	$ 51,511	$ 39,733	$ 91,244	
AACCT Mini-conference/meeting (Yuma)	Registration/travel	1,310	-	1,310	
ACCT Leadership Congress (Las Vegas)	Registration/travel	21,704	-	21,704	
ACCT National Legislative Summit (DC)	Registration/travel	4,825	-	4,825	
AGB National Conference on Trusteeship (Boston)	Registration/travel	795	-	795	
Osborn Maledon, PA	Legal Services	13,721	37,563	51,284	
Other - Various	Catering/supplies/other	3,257	-	3,257	
YC Printing Services	Printing	507	-	507	174,926

    Remaining Budget - December 31, 2023   **$ 86,754**

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Six Months Ended December 31, 2023 - 50% of the Fiscal Year Complete

Fiscal Year 2023-2024

SUMMARY - ALL FUNDS

	Year-to-Date Revenues		Year-to-Date Revenues	Budget	Percent of Budget
REVENUES:					
General Fund	$ 33,622,380		$ 33,622,380	$ 58,380,200	57.6%
Restricted Fund	9,480,353		9,480,353	19,242,800	49.3%
Auxiliary Fund	3,910,157		3,910,157	6,560,200	59.6%
Unexpended Plant Fund	11,966,080		11,966,080	18,028,600	66.4%
Debt Service Fund	630,354		630,354	1,258,600	50.1%
TOTALS	**59,609,324**		**59,609,324**	**103,470,400**	**57.6%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
General Fund	$ 28,775,409	$ 16,907,430	$ 15,232,844	$ 30,449,995	$ 58,380,200	52.2%
Restricted Fund	7,532,690	3,198,994	1,444,924	9,286,760	19,242,800	48.3%
Auxiliary Fund	3,304,206	1,323,634	1,297,216	3,330,624	6,560,200	50.8%
Unexpended Plant Fund	4,236,764	8,109,068	-	12,345,832	18,028,600	68.5%
Debt Service Fund	34,332	595,000	-	629,332	1,258,600	50.0%
TOTALS	**43,883,401**	**30,134,126**	**17,974,984**	**56,042,543**	**103,470,400**	**54.2%**
SURPLUS/(DEFICIT)				**$ 3,566,781**	**-**	

COMMENTS:

Through the sixth month, 54.2% of budget has been committed (excluding labor encumbrances) compared to 57.6% of revenues received

The budget currently has a surplus of $3,566,781.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Six Months Ended December 31, 2023 - 50% of the Fiscal Year Complete

Fiscal Year 2023-2024

<u>GENERAL FUND</u>

REVENUES:	Year-to-Date Revenues		Total Revenues	FY 23/24 Budget	Percent of Budget	FY 23/24 Estimate	Budget to Estimate Variance	FY 22/23 Actuals	Percent Change (Current Versus Prior Year)
Primary Property Taxes	$ 22,616,748		$ 22,616,748	$ 45,369,600	49.9%	$ 45,369,600	$ -	$ 21,019,056	7.6%
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%
Tuition and Fees	10,623,101		10,623,101	12,896,000	82.4%	12,596,000	(300,000)	9,591,127	10.8%
Tuition and Fees - Contingency	-		-	(630,000)	0.0%	(330,000)	300,000	-	0.0%
State Appropriation - Maintenance	186,500		186,500	373,000	50.0%	373,000	-	150,200	24.2%
State Appropriation - Rural Aid	1,542,200		1,542,200	3,654,000	42.2%	3,084,400	(569,600)	1,391,100	10.9%
YCF Contribution - Basketball Program	-		-	406,000	0.0%	406,000	-	446,000	-100.0%
Other Revenues	281,106		281,106	512,000	54.9%	512,000	-	266,168	5.6%
Interest Income	547,925		547,925	300,000	182.6%	700,000	400,000	145,385	276.9%
Fund Balance Applied to Budget	1,412,300		1,412,300	2,824,600	50.0%	2,824,600	-	863,500	63.6%
General Fund Transfer In/(Out)	(3,587,500)		(3,587,500)	(7,175,000)	50.0%	(7,175,000)	-	(1,901,850)	88.6%
TOTAL REVENUES	**33,622,380**		**33,622,380**	**58,380,200**	**57.6%**	**58,210,600**	**(169,600)**	**31,970,686**	**5.2%**

EXPENDITURES (Note 1):	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	FY 23/24 Budget	Percent of Actual and Non-Labor Encumbrances to Budget	FY 23/24 Estimate	Budget to Estimate Variance	FY 22/23 Actuals	Percent Change (Current Versus Prior Year)
Instruction	$ 10,625,545	$ 5,046,916	$ 4,894,956	$ 10,777,505	$ 21,652,400	49.8%	$ 21,522,179	$ (130,221)	$ 9,634,216	10.3%
Academic Support	2,765,272	1,671,244	1,657,869	2,778,647	5,663,900	49.1%	5,607,261	(56,639)	2,476,944	11.6%
Institutional Support	6,633,708	4,879,149	3,860,697	7,652,160	12,403,400	61.7%	12,353,786	(49,614)	6,373,099	4.1%
Student Services	4,841,998	3,265,634	3,174,783	4,932,849	10,015,100	49.3%	9,914,949	(100,151)	4,226,552	14.6%
Operation/Maintenance of Plant	3,262,542	2,007,365	1,644,539	3,625,368	7,192,400	50.4%	7,142,053	(50,375)	3,482,087	-6.3%
Scholarships	638,902	37,122	-	676,024	1,440,600	46.9%	1,440,600	-	709,300	-9.9%
Public Service	7,442	-	-	7,442	12,400	60.0%	12,400	-	3,385	119.9%
TOTAL EXPENDITURES	**28,775,409**	**16,907,430**	**15,232,844**	**30,449,995**	**58,380,200**	**52.2%**	**57,993,228**	**(387,000)**	**26,905,583**	**6.9%**
SURPLUS/(DEFICIT)				**$ 3,172,385**	**$ -**					

COMMENTS:

Tuition and Fees revenues above budget due to a significant amount of the spring 2024 semester being recorded. This will even out over the next six months.

Second quarter State appropriations were received in October 2023.

The State Appropriation - Rural Aid budget was based upon the Governor's proposed budget, however, it was decreased by $569,600 during budget negotiations. This occurred after the District's budget was passed.

Interest income is exceeding budget by a large amount due to short-term interest rates being at a fifteen year high (Fed tightening).

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

The Budget currently has a surplus of $3,168,185.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES

For the Six Months Ended December 31, 2023 - 50% of the Fiscal Year Complete

Fiscal Year 2023-2024

	Year to Date	Prior Year	Percent Change	
Salaries	$ 17,247,948	$ 15,528,350	11.1%	**1**
Benefits	5,287,276	4,687,804	12.8%	**2**
Supplies	1,579,435	1,571,068	0.5%	
Contractual Services and Other	2,542,198	3,019,663	-15.8%	**3**
Utilities & Communications	903,453	833,880	8.3%	**4**
Travel, Conferences & Memberships	580,397	555,518	4.5%	**5**
Scholarships	638,902	709,300	-9.9%	**6**
	$ 28,779,609	$ 26,905,583	7.0%	

1 - Salaries increased due to annual compensation increases, market compensation increases, the addition of
     several new positions and a couple of large employee payouts done in July.
2 - Benefits increased primarily due to compensation increases, new positions and higher tuition/fee waiver
     benefits due to the new bachelor's program. When new positions are added YC pays more in medical premiums,
     FICA (7.65%) and retirement (12.29%). In regards to existing position market adjustments and compensation
     increases, YC is required to pay FICA (7.65%) and retirement (12.29%) on those amounts.
3 - Change mainly due to timing differences with the prior year and will get closer to being flat by the end of the year.
4 - Utilities & Communications increased from the prior year due to a hotter summer and general price increases.
5 - Travel, Conferences & Memberships increased from the prior year due to higher food, lodging and
      airfare, and increased in-state and out-of-state travel.
6 - Scholarships decreased due to fewer athletes compared to the prior year. In the prior year, several coaches resigned
     at the beginning of the season which caused additional scholarships to be awarded.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Six Months Ended December 31, 2023 - 50% of the Fiscal Year Complete

Fiscal Year 2023-2024

RESTRICTED FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Federal Grants and Contracts	$ 4,862,636		$ 4,862,636	$ 10,616,800	45.8%
State Grants and Contracts	527,806		527,806	1,532,800	34.4%
Private Gifts, Grants and Contracts	736,222		736,222	956,000	77.0%
Proposition 301 Workforce Development	735,089		735,089	1,300,000	56.5%
Proposition 207 Workforce Development	1,250,000		1,250,000	2,500,000	50.0%
State Appropriation - STEM Workforce	318,600		318,600	637,200	50.0%
Fund Balance Applied to Budget	1,050,000		1,050,000	1,700,000	61.8%
TOTAL REVENUES	**9,480,353**		**9,480,353**	**19,242,800**	**49.3%**

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Instruction	$ 2,153,021	$ 2,468,786	$ 777,916	$ 3,843,891	$ 7,949,400	48.4%
Academic Support	-	-	-	-	-	0.0%
Institutional Support	-	-	-	-	-	0.0%
Student Services	693,225	200,544	200,544	693,225	1,422,000	48.8%
Operation/Maintenance of Plant	2,126	-	-	2,126	18,400	11.6%
Scholarships	3,662,518	-	-	3,662,518	7,260,200	50.4%
Public Service	1,021,800	529,664	466,464	1,085,000	2,592,800	41.8%
TOTAL EXPENDITURES	**7,532,690**	**3,198,994**	**1,444,924**	**9,286,760**	**19,242,800**	**48.3%**
SURPLUS/(DEFICIT)				**$ 193,593**		

COMMENTS:

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

Second quarter STEM Workforce appropriation was received in October 2023.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Six Months Ended December 31, 2023 - 50% of the Fiscal Year Complete

Fiscal Year 2023-2024

UNEXPENDED PLANT FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Primary Property Taxes	$ 4,127,832		$ 4,127,832	$ 8,280,500	49.9%
Primary Property Taxes - Contingency	-		-	(45,000)	0.0%
Investment Income	300,521		300,521	80,000	375.7%
Other	19,927		19,927	40,000	49.8%
Fund Balance Applied to Budget	5,362,500		5,362,500	5,362,500	100.0%
General Fund Transfer In	2,155,300		2,155,300	4,310,600	50.0%
TOTAL REVENUES	**11,966,080**		**11,966,080**	**18,028,600**	**66.4%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Planned Maintenance	$ 1,086,935	$ 1,055,090	$ -	$ 2,142,025	$ 3,974,000	53.9%
Unplanned Maintenance	70,441	48,572	-	119,013	275,600	43.2%
Capital Improvement Projects	2,156,152	6,367,843	-	8,523,995	10,446,300	81.6%
Equipment	758,412	614,410	-	1,372,822	2,221,800	61.8%
Furniture and Fixtures	161,167	23,153	-	184,320	257,500	71.6%
Library Books	3,657	-	-	3,657	90,900	4.0%
Capital Contingency	-	-	-	-	762,500	0.0%
TOTAL EXPENDITURES	**4,236,764**	**8,109,068**	**-**	**12,345,832**	**18,028,600**	**68.5%**
SURPLUS/(DEFICIT)				**$ (379,752)**	**-**	

COMMENTS:

Interest income is exceeding budget by a large amount due to short-term interest rates being at a fifteen year high (Fed tightening).

The Budget currently has a deficit of -$379,752 as a result of a significant amount of Preventative Maintenance and Capital Improvement Projects being encumbered for the fiscal year. The supporting revenues will be received over the remaining fiscal year.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Six Months Ended December 31, 2023 - 50% of the Fiscal Year Complete

Fiscal Year 2023-2024

AUXILIARY FUND

	Budgeted Revenues	Budgeted Expenses	Budgeted Surplus/ (Deficit)	Actual Revenues	Actual Expenditures and Non-Labor Encumbrances	Year-to-date Surplus/ (Deficit)
AUXILIARY ENTERPRISES						
Residence Halls and Summer Conferences	$ 1,307,000	$ 516,200	$ 790,800	$ 1,267,332	$ 215,329	1,052,003
Transfer To Debt Fund to Pay Revenue Bonds	(400,900)	-	(400,900)	(200,450)	-	(200,450)
Subtotal - Residence Halls and Summer Conferences	906,100	516,200	389,900	1,066,882	215,329	851,553
Bookstore Rental and Commissions	60,000	-	60,000	33,506	666	32,840
Food Service & Vending	95,000	403,700	(308,700)	38,500	184,416	(145,916)
Employee/Student Housing Rental	214,200	272,800	(58,600)	14,012	6,010	8,002
Edventures	342,000	352,300	(10,300)	103,571	71,903	31,668
Winery - Tasting Room	300,000	345,000	(45,000)	158,272	158,785	(513)
Family Enrichment Center	757,300	1,021,400	(264,100)	380,278	558,219	(177,941)
Community Events	812,300	1,154,400	(342,100)	487,279	826,207	(338,928)
Performing Arts Productions	340,000	345,900	(5,900)	217,650	263,528	(45,878)
SBDC (Federal Grant Match Requirement)	-	186,600	(186,600)	-	65,367	(65,367)
Yavapai College Foundation	543,800	543,800	-	256,847	256,847	-
Other Auxiliary Enterprises	180,600	149,100	31,500	148,910	138,847	10,063
General Fund Transfer In	2,008,900	-	2,008,900	1,004,450	-	1,004,450
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,169,000	(1,169,000)	-	584,500	(584,500)
	$ 6,560,200	$ 6,560,200	$ -	$ 3,910,157	$ 3,330,624	$ 579,533

Comments:

Residence Halls and Summer Conferences revenues are above budget due to most of the spring 2024 room revenues being recorded. This will even out over the next few months.

The Budget currently has a surplus of $579,533.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Six Months Ended December 31, 2023 - 50% of the Fiscal Year Complete

Fiscal Year 2023-2024

DEBT SERVICE FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Investment Income	$ 654		$ 654	$ -	100.0%
General Fund Transfer In	427,750		427,750	855,500	50.0%
Auxiliary Fund Transfer In	200,450		200,450	400,900	50.0%
Fund Balance Applied to Budget	1,500		1,500	2,200	68.2%
TOTAL REVENUES	**630,354**		**630,354**	**1,258,600**	**50.1%**

DEBT SERVICE FUND	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Revenue Refunding Bonds - 2021						
Principal Payments	$ -	$ 417,500	$ -	$ 417,500	$ 835,000	50.0%
Interest Payments	10,263	-	-	10,263	20,500	50.1%
Revenue Bonds - 2013				-		
Principal Payments	-	177,500	-	177,500	355,000	50.0%
Interest Payments	22,969	-	-	22,969	45,900	50.0%
Bank Fees	1,100	-	-	1,100	2,200	50.0%
TOTAL EXPENDITURES	**34,332**	**595,000**	**-**	**629,332**	**1,258,600**	**50.0%**
SURPLUS/(DEFICIT)				$ 1,022	$ -	

COMMENTS:

Through the fifth month, 41.7% of budget has been committed compared to 41.7% of revenues received

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
REPORT OF EXPENDITURES

For the Seven Months Ended January 31, 2024

District Governing Board

Fiscal Year 2023-24 Budget: **$ 261,680**

EXPENDITURES (note 1):	Purpose	Year-to-Date Expenditures	Encumbered Obligations	Total Expenditures/ Encumbrances	
Salary Expenses	Staff Support	$ 59,624	$ 33,846	$ 93,470	
AACCT Mini-conference/meeting (Yuma)	Registration/travel	1,310	-	1,310	
ACCT Leadership Congress (Las Vegas)	Registration/travel	21,704	-	21,704	
ACCT National Legislative Summit (DC)	Registration/travel	7,829	-	7,829	
AGB National Conference on Trusteeship (Boston)	Registration/travel	795	-	795	
Osborn Maledon, PA	Legal Services	18,362	26,638	45,000	
Other - Various	Catering/supplies/other	3,837	-	3,837	
YC Printing Services	Printing	507	-	507	174,452

Remaining Budget - January 31, 2024   **$ 87,228**

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2024 - 58.3% of the Fiscal Year Complete

Fiscal Year 2023-2024

SUMMARY - ALL FUNDS

	Year-to-Date Revenues		Year-to-Date Revenues	Budget	Percent of Budget
REVENUES:					
General Fund	$ 39,336,973		$ 39,336,973	$ 58,380,200	67.4%
Restricted Fund	12,981,437		12,981,437	19,242,800	67.5%
Auxiliary Fund	4,855,617		4,855,617	6,560,200	74.0%
Unexpended Plant Fund	13,091,960		13,091,960	18,028,600	72.6%
Debt Service Fund	734,840		734,840	1,258,600	58.4%
TOTALS	**71,000,827**		**71,000,827**	**103,470,400**	**68.6%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (note 1):						
General Fund	$ 33,099,400	$ 14,315,659	$ 13,027,226	$ 34,387,833	$ 58,380,200	58.9%
Restricted Fund	10,766,179	3,080,899	1,169,209	12,677,869	19,242,800	65.9%
Auxiliary Fund	3,895,687	1,144,570	946,282	4,093,975	6,560,200	62.4%
Unexpended Plant Fund	5,368,197	7,605,990	-	12,974,187	18,028,600	72.0%
Debt Service Fund	34,332	699,667	-	733,999	1,258,600	58.3%
TOTALS	**53,163,795**	**26,846,785**	**15,142,717**	**64,867,863**	**103,470,400**	**62.7%**
SURPLUS/(DEFICIT)				**$ 6,132,964**	**-**	

COMMENTS:

Through the seventh month, 62.7% of budget has been committed (excluding labor encumbrances) compared to 68.6% of revenues received

The budget currently has a surplus of $6,132,964.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2024 - 58.3% of the Fiscal Year Complete

Fiscal Year 2023-2024

<u>GENERAL FUND</u>

	Year-to-Date Revenues		Total Revenues	FY 23/24 Budget	Percent of Budget	FY 23/24 Estimate	Budget to Estimate Variance	FY 22/23 Actuals	Percent Change (Current Versus Prior Year)
REVENUES:									
Primary Property Taxes	$ 26,386,206		$ 26,386,206	$ 45,369,600	58.2%	$ 45,369,600	$ -	$ 24,522,232	7.6%
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%
Tuition and Fees	11,473,725		11,473,725	12,896,000	89.0%	12,396,000	(500,000)	10,380,036	10.5%
Tuition and Fees - Contingency	-		-	(630,000)	0.0%	(130,000)	500,000	-	0.0%
State Appropriation - Maintenance	279,750		279,750	373,000	75.0%	373,000	-	225,300	24.2%
State Appropriation - Rural Aid	2,313,300		2,313,300	3,654,000	63.3%	3,084,400	(569,600)	2,086,650	10.9%
YCF Contribution - Basketball Program	400,367		400,367	406,000	98.6%	406,000	-	446,000	-10.2%
Other Revenues	336,815		336,815	512,000	65.8%	512,000	-	293,434	14.8%
Interest Income	684,544		684,544	300,000	228.2%	1,000,000	700,000	145,385	370.8%
Fund Balance Applied to Budget	1,647,683		1,647,683	2,824,600	58.3%	2,824,600	-	1,007,417	63.6%
General Fund Transfer In/(Out)	(4,185,417)		(4,185,417)	(7,175,000)	58.3%	(7,175,000)	-	(2,218,825)	88.6%
TOTAL REVENUES	**39,336,973**		**39,336,973**	**58,380,200**	**67.4%**	**58,510,600**	**130,400**	**36,887,629**	**6.6%**

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	FY 23/24 Budget	Percent of Actual and Non-Labor Encumbrances to Budget	FY 23/24 Estimate	Budget to Estimate Variance	FY 22/23 Actuals	Percent Change (Current Versus Prior Year)
EXPENDITURES (Note 1):										
Instruction	$ 11,944,171	$ 4,254,335	$ 4,130,925	$ 12,067,581	$ 21,652,400	55.7%	$ 21,479,200	$ (173,200)	$ 10,882,974	9.8%
Academic Support	3,145,260	1,432,845	1,419,470	3,158,635	5,663,900	55.8%	5,607,300	(56,600)	2,808,225	12.0%
Institutional Support	7,615,848	3,995,920	3,324,673	8,287,095	12,403,400	66.8%	12,403,400	-	7,086,107	7.5%
Student Services	5,550,185	2,861,858	2,730,371	5,681,672	10,015,100	56.7%	9,945,000	(70,100)	4,835,216	14.8%
Operation/Maintenance of Plant	3,785,001	1,733,579	1,421,787	4,096,793	7,192,400	57.0%	7,163,628	(28,800)	4,037,590	-6.3%
Scholarships	1,050,462	37,122	-	1,087,584	1,440,600	75.5%	1,440,600	-	1,117,523	-6.0%
Public Service	8,473	-	-	8,473	12,400	68.3%	12,400	-	4,286	97.7%
TOTAL EXPENDITURES	**33,099,400**	**14,315,659**	**13,027,226**	**34,387,833**	**58,380,200**	**58.9%**	**58,051,528**	**(328,700)**	**30,771,921**	**7.6%**
SURPLUS/(DEFICIT)				**$ 4,949,140**	**$ -**					

COMMENTS:

Tuition and Fees revenues above budget due to a significant amount of the spring 2024 semester being recorded. This will even out over the next few months.

Third quarter State appropriations were received in January 2024.

The State Appropriation - Rural Aid budget was based upon the Governor's proposed budget, however, it was decreased by $569,600 during budget negotiations. This occurred after the District's budget was passed.

Interest income is exceeding budget by a large amount due to short-term interest rates being at a fifteen year high (Fed tightening).

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

Scholarships at 75.5% of budget due to spring 2024 financial aid awards being made. This will even out over the next few months.

The Budget currently has a surplus of $4,949,140

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES

For the Seven Months Ended January 31, 2024 - 58.3% of the Fiscal Year Complete

Fiscal Year 2023-2024

	Year to Date	Prior Year	Percent Change	
Salaries	$ 19,674,645	$ 17,702,707	11.1%	**1**
Benefits	6,105,009	5,429,411	12.4%	**2**
Supplies	1,785,193	1,722,097	3.7%	
Contractual Services and Other	2,805,341	3,195,033	-12.2%	**3**
Utilities & Communications	1,047,681	977,535	7.2%	**4**
Travel, Conferences & Memberships	631,069	627,615	0.6%	
Scholarships	1,050,462	1,117,523	-6.0%	
	$ 33,099,400	$ 30,771,921	7.6%	

1 - Salaries increased due to annual compensation increases, market compensation increases, and the addition of several new positions.

2 - Benefits increased primarily due to compensation increases, new positions and higher tuition/fee waiver benefits due to the new bachelor's program. When new positions are added YC pays more in medical premiums, FICA (7.65%) and retirement (12.29%). In regards to existing position market adjustments and compensation increases, YC is required to pay FICA (7.65%) and retirement (12.29%) on those amounts.

3 - Change mainly due to timing differences with the prior year and will get closer to being flat by the end of the year.

4 - Utilities & Communications increased from the prior year due to a hotter summer and utility rate increases.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2024 - 58.3% of the Fiscal Year Complete

Fiscal Year 2023-2024

RESTRICTED FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Federal Grants and Contracts	$ 7,441,789		$ 7,441,789	$ 10,616,800	70.1%
State Grants and Contracts	618,626		618,626	1,532,800	40.4%
Private Gifts, Grants and Contracts	872,452		872,452	956,000	91.3%
Proposition 301 Workforce Development	837,337		837,337	1,300,000	64.4%
Proposition 207 Workforce Development	1,458,333		1,458,333	2,500,000	58.3%
State Appropriation - STEM Workforce	477,900		477,900	637,200	75.0%
Fund Balance Applied to Budget	1,275,000		1,275,000	1,700,000	75.0%
TOTAL REVENUES	**12,981,437**		**12,981,437**	**19,242,800**	**67.5%**

	Year-to-Date Expenditures	Total Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Instruction	$ 2,499,423	$ 2,477,073	$ 620,683	$ 4,355,813	$ 7,949,400	54.8%
Academic Support	-	-	-	-	-	0.0%
Institutional Support	-	-	-	-	-	0.0%
Student Services	781,075	175,975	175,975	781,075	1,422,000	54.9%
Operation/Maintenance of Plant	2,126	-	-	2,126	18,400	11.6%
Scholarships	6,343,849	-	-	6,343,849	7,260,200	87.4%
Public Service	1,139,706	427,851	372,551	1,195,006	2,592,800	46.1%
TOTAL EXPENDITURES	10,766,179	3,080,899	1,169,209	**12,677,869**	**19,242,800**	**65.9%**
SURPLUS/(DEFICIT)				**$ 303,568**		

COMMENTS:

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

Third quarter STEM Workforce appropriation was received in January 2024.
Scholarships at 87.4% of budget due to spring 2024 financial aid awards being made. This will even out over the next few months.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2024 - 58.3% of the Fiscal Year Complete

Fiscal Year 2023-2024

UNEXPENDED PLANT FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Primary Property Taxes	$ 4,815,804		$ 4,815,804	$ 8,280,500	58.2%
Primary Property Taxes - Contingency	-		-	(45,000)	0.0%
Investment Income	374,637		374,637	80,000	468.3%
Other	24,502		24,502	40,000	61.3%
Fund Balance Applied to Budget	5,362,500		5,362,500	5,362,500	100.0%
General Fund Transfer In	2,514,517		2,514,517	4,310,600	58.3%
TOTAL REVENUES	**13,091,960**		**13,091,960**	**18,028,600**	**72.6%**

	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Planned Maintenance	$ 1,389,199	$ 1,021,062	$ -	$ 2,410,261	$ 3,974,000	60.7%
Unplanned Maintenance	81,112	41,751	-	122,863	275,600	44.6%
Capital Improvement Projects	2,827,928	5,983,109	-	8,811,037	10,446,300	84.3%
Equipment	881,865	560,068	-	1,441,933	2,221,800	64.9%
Furniture and Fixtures	184,320	-	-	184,320	257,500	71.6%
Library Books	3,773	-	-	3,773	90,900	4.2%
Capital Contingency	-	-	-	-	762,500	0.0%
TOTAL EXPENDITURES	**5,368,197**	**7,605,990**	**-**	**12,974,187**	**18,028,600**	**72.0%**
SURPLUS/(DEFICIT)				**$ 117,773**	**-**	

COMMENTS:

Interest income is exceeding budget by a large amount due to short-term interest rates being at a fifteen year high (Fed tightening).

The Budget currently has a surplus of $117,773 .

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2024 - 58.3% of the Fiscal Year Complete

Fiscal Year 2023-2024

AUXILIARY FUND

	Budgeted Revenues	Budgeted Expenses	Budgeted Surplus/ (Deficit)	Actual Revenues	Actual Expenditures and Non-Labor Encumbrances	Year-to-date Surplus/ (Deficit)
AUXILIARY ENTERPRISES						
Residence Halls and Summer Conferences	$ 1,307,000	$ 516,200	$ 790,800	$ 1,279,041	$ 278,510	1,000,531
Transfer To Debt Fund to Pay Revenue Bonds	(400,900)	-	(400,900)	(233,858)	-	(233,858)
Subtotal - Residence Halls and Summer Conferences	906,100	516,200	389,900	1,045,183	278,510	766,673
Bookstore Rental and Commissions	60,000	-	60,000	34,808	666	34,142
Food Service & Vending	95,000	403,700	(308,700)	563,641	450,959	112,682
Employee/Student Housing Rental	214,200	272,800	(58,600)	23,846	8,122	15,724
Edventures	342,000	352,300	(10,300)	109,161	111,604	(2,443)
Winery - Tasting Room	300,000	345,000	(45,000)	178,821	180,142	(1,321)
Family Enrichment Center	757,300	1,021,400	(264,100)	453,789	643,380	(189,591)
Community Events	812,300	1,154,400	(342,100)	554,584	911,198	(356,614)
Performing Arts Productions	340,000	345,900	(5,900)	217,869	304,482	(86,613)
SBDC (Federal Grant Match Requirement)	-	186,600	(186,600)	505	77,386	(76,881)
Yavapai College Foundation	543,800	543,800	-	297,456	297,456	-
Other Auxiliary Enterprises	180,600	149,100	31,500	204,096	148,153	55,943
General Fund Transfer In	2,008,900	-	2,008,900	1,171,858	-	1,171,858
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,169,000	(1,169,000)	-	681,917	(681,917)
	$ 6,560,200	$ 6,560,200	$ -	$ 4,855,617	$ 4,093,975	$ 761,642

Comments:

Residence Halls and Summer Conferences revenues are above budget due to most of the spring 2024 room revenues being recorded.
This will even out over the next few months.

The Budget currently has a surplus of $761,642.

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Seven Months Ended January 31, 2024 - 58.3% of the Fiscal Year Complete

Fiscal Year 2023-2024

DEBT SERVICE FUND

	Year-to-Date Revenues		Total Revenues	Budget	Percent of Budget
REVENUES:					
Investment Income	$ 657		$ 657	$ -	100.0%
General Fund Transfer In	499,042		499,042	855,500	58.3%
Auxiliary Fund Transfer In	233,858		233,858	400,900	58.3%
Fund Balance Applied to Budget	1,283		1,283	2,200	58.3%
TOTAL REVENUES	**734,840**		**734,840**	**1,258,600**	**58.4%**

DEBT SERVICE FUND	Year-to-Date Expenditures	Encumbered Obligations	Labor Encumbrances	Total Expenditures and Non-Labor Encumbrances	Budget	Percent of Actual and Non-Labor Encumbrances to Budget
EXPENDITURES (Note 1):						
Revenue Refunding Bonds - 2021						
Principal Payments	$ -	$ 487,083	$ -	$ 487,083	$ 835,000	58.3%
Interest Payments	10,263	1,695	-	11,958	20,500	58.3%
Revenue Bonds - 2013				-		
Principal Payments	-	207,083	-	207,083	355,000	58.3%
Interest Payments	22,969	3,806	-	26,775	45,900	58.3%
Bank Fees	1,100	-	-	1,100	2,200	50.0%
TOTAL EXPENDITURES	**34,332**	**699,667**	**-**	**733,999**	**1,258,600**	**58.3%**
SURPLUS/(DEFICIT)				$ 841	$ -	

COMMENTS:

Through the seventh month, 58.3% of budget has been committed compared to 58.4% of revenues received

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

Origination:	*6/2/2021*
Effective:	*10/19/2021*
Last Approved:	*10/19/2021*
Last Revised:	*10/19/2021*
Next Review:	*1/31/2024*
Owner:	*Yvonne Sandoval: President's Office Executive Assistant*
Area:	*District Governing Board Policies*
References:	

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 basic skills courses and are prepared to succeed in college-level courses.

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

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

6. 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.

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Yvonne Martinez-Sandoval: President's Office Executive Assistant	10/26/2021

Origination: *6/2/2021* **Effective:**
10/19/2021 **Last Approved:** *10/19/2021* **Last Revised:** *10/19/2021*
Next Review: *1/31/2024*
Owner: *Yvonne Sandoval: President's Office Executive Assistant* **Area:**
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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.

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Owner:	*Yvonne Sandoval: President's Office Executive Assistant*
Area:	*District Governing Board Policies*
References:	

307 Board Member Responsibilities and Obligations

District Governing Board members shall operate in ways mindful of the Board's civic trustee obligation to all residents of the county and its lawful obligations in compliance with Title 15, Chapter 12 Community Colleges of the Arizona Revised Statutes and all other applicable federal and state statutes and regulations.

1. Direct, control and inspire the College through the establishment of written policies that clearly define the College's values.

2. Produce written governing policies which address the broadest levels of all organizational decisions and situations.

3. Annually approve the strategic direction of the College.

4. Use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute his/her individual values for the group's values.

5. Ensure the continual development of governance capability, including periodic Board trainings and discussions of process improvement.

6. Exercise authority over the College and the President only as they operate with one voice as a whole. Individual Board members will abide by and uphold majority decisions of the Board.

7. Seek to represent the ownership as a whole rather than the people of an individual district. Therefore, Board discussions will focus on the welfare to the entire Yavapai College District.

8. Work carefully with the public to ensure use of standard College procedures for handling community complaints or grievances. When individual Board members receive complaints from members of their constituency, the following process shall be followed:

   a. The Board member will encourage the individual(s) to contact an appropriate College staff member, and the Board member will also contact the President. The President will let the Board member know when the College processes have been followed and the complaint addressed.

9. Approve names for district real property, as recommended by the President.

10. The version of the policies most recently adopted by the Board replace and supersede all prior versions and is the only version that is binding on the College.

11. In addition to any other requirements under the Open Meeting Law for any type of communications between the Board and the College administration, Board members will comply with the following electronic communication directives to protect the Board from inadvertent violations of the Open Meeting

Law:

    a. Board members may not use electronic messages of any kind (email, text messages etc.) to communicate with another Board member or members about any matter than may foreseeably come before the Board at a future date for Board action

    b. Board members may use electronic messages to communicate with College administration regarding College or Board business, including requests for factual information related to the College or Board, as long as no other Board members are copied on such message

    c. Board members may not forward electronic messages that received from College administration to any other Board member, regardless of whether the Board member forwarding the message adds a personal comment to the forwarded message or not

    d. Board members may use an electronic message to communicate a request to the Board Chairperson that a matter be placed on a future Board meeting agenda if no other Board members are copied on such messages

    e. College administration may use electronic messages to communicate with a quorum of the Board about College and Board business, including requests for factual information, as long as the messages from administration blind copy the Board members and do not communicate the opinion of any Board member regarding the subject matter(s) addressed in the message.

Attachments

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Approval Signatures

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b. Board members may use electronic messages to communicate with <mark>designated District Governing Board staff</mark> regarding College or Board business, including requests for factual information related to the
College or Board, as long as no other Board members are copied on such message

c. Board members may not forward electronic messages that received from College administration to any other Board member, regardless of whether the Board member forwarding the message adds a personal comment to the forwarded message or not

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Approval Signatures

Step Description	Approver	Date
	Yvonne Martinez-Sandoval: President's Office Executive Assistant	10/29/2021

	Origination: 6/2/2021
	Effective: 10/19/2021
	Last Approved: 10/19/2021
	Last Revised: 10/19/2021
	Next Review: 1/31/2024
	Owner: *Yvonne Sandoval: President's Office Executive Assistant*
	Area: *District Governing Board Policies*
	References:

305 Board Governing Focus & Style

The Board aspires to govern Yavapai College proactively. The Board shall stay adequately informed by incorporating reports from the President on strategic issues in Board meetings. The Board shall engage in strategic thinking with a style which emphasizes:

1. Outward vision rather than an internal preoccupation;

2. Diversity in viewpoints;

3. Leadership focused on the future, derived from an understanding of the past and present;

4. Clear distinction of Board and Staff roles;

5. Collective rather than individual decisions; and

6. Intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects.

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Yvonne Martinez-Sandoval: President's Office Executive Assistant	10/29/2021

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1. Outward vision rather than an internal preoccupation; however, the President will keep the board informed of the college's work. (refer to Policy 202).

2. Diversity in viewpoints;

3. Leadership focused on the future, derived from an understanding of the past and present;

4. Clear distinction of Board and Staff roles;

5. Collective rather than individual decisions; and

6. Intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects.

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Owner:	*Yvonne Sandoval: President's Office Executive Assistant*
Area:	*District Governing Board Policies*
References:	

306 Board Member Code of Conduct & Ethics

The Board expects of itself, as a whole and of its individual members, ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members. The Board shall:

1. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as abiding by Board Policy, respect of roles, abiding by the majority's decisions and adherence to ethical practices.

2. Avoid any situation that may constitute a conflict of interest or the appearance of a conflict of interest with respect to fiduciary responsibility to the College's ownership. Any question as to whether a potential conflict of interest exists shall be referred to legal counsel for the Board.

3. Not conduct private business or self-dealing or provide personal services between any Board member(s) and the organization except as allowed by law, to ensure openness, competitive opportunity, and equal access to information.

4. Not use their positions to obtain employment in the College for themselves, family members or close associates.

   a. Should a Board member or the Board member's spouse be considered for employment by the College, the Board member must withdraw from any deliberations and voting on any matter that pertains to such employment consideration and shall have no access to applicable Board information. If a Board member or the Board member's spouse accepts employment from the College, the Board member must resign his/her Board position in accordance with AZ statute.

5. Refrain from using their Board position for personal or partisan gain, take no private or individual action that will compromise the Board or administration, and will respect the confidentiality of information that is privileged from disclosure under applicable law.

When voting on a matter under consideration that involves or appears to involve a conflict of interest, the member shall declare the conflict at the beginning of discussion on an issue and will not vote on, participate in discussion regarding, or attempt to influence votes on any matter related to the conflict. To assist in identifying any potential conflicts, each Board member shall complete and submit a Conflict of Interest form, in a format determined by the Board, at least one time each year. Such form shall require the submission by the Board member of information relating to any potential conflicts of interest or shall affirm that no such potential conflict currently exists.

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401 Delegation to and Accountability of President

1. The Board's sole official connection to the operational organization, its achievements, and conduct shall be through the College President.

2. Only officially passed motions of the Board shall be binding on the President. Accordingly, decisions or instructions of individual Board members, officers or committees shall not be binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.

3. The President shall be the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, shall be considered the authority and accountability of the President. Accordingly,

   a. Pursuant to ARS 15-1444(A)(6) & (B)(4), the Board hereby delegates to the College President all of its authority to employ, specifically, it delegates all of its authority to enter into, amend, or terminate all employee contracts on behalf of the College, without the need for the Board to approve such actions before they are effective, except for any actions taken with regard to a contract of employment for the position of College President. The College President may designate others serving under the President to assist with the duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.

   b. The Board shall not evaluate, either formally or informally, any staff other than the President.

1. In the case of Board members or Board committees requesting information or assistance without authorization, the President shall refuse such requests that require, in the President's opinion, a material amount of staff time or funds or are disruptive.

2. The Board shall instruct the President through written policies which prescribe the organizational priorities to be achieved, allowing the President to use a reasonable interpretation of these policies. Accordingly,

   a. Board Priorities-The Board shall develop policies instructing the President to achieve certain results for certain recipients at a specified cost. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Board Priorities.

   b. Presidential Roles- The Board shall develop policies which define the latitude the President may exercise in choosing appropriate organizational means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and they shall be called Presidential Roles policies.

c. As long as the President shall use a reasonable interpretation of the Board's Priorities and Presidential Roles policies, the President shall be authorized to establish all further college operational policies, make all decisions, take all actions, establish all practices, and develop all activities.

d. The Board may change its Priorities and Presidential Roles policies, thereby, shifting the boundary between the Board and Presidential domains. By doing so, the Board changes the latitude of choice given to the President. But, as long as any particular delegation is in place, the Board shall respect and support the President's choices.

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   b. The Board shall not evaluate, either formally or informally, any staff other than the President.

4. In the case of Board members or Board committees requesting information or assistance without Board authorization, the President shall refuse such requests that require, in the President's opinion, a material amount of staff time or funds or are disruptive. Refer to policy 308 for dispute resolution.

5. The Board shall instruct the President through written policies which prescribe the organizational priorities to be achieved, allowing the President to use a reasonable interpretation of these policies. Accordingly,

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	Yvonne Martinez-Sandoval: President's Office Executive Assistant	10/29/2021

Yavapai College District Governing Board

RESOLUTION 2024-12

Authorization for the submission of a loan application to the Water Infrastructure Finance Authority of Arizona for a loan amount no greater than $500,000.

WHEREAS, The College intends to complete a "septic to sewer" capital improvement project on college-owned land in Chino Valley, AND

WHEREAS, through its Clean Water Revolving Loan Fund, the Water Infrastructure Finance Authority of Arizona (WIFA) offers loans for septic to sewer projects and these loans *may* include partially forgivable principal or grant funding, AND

WHEREAS, The College must submit a loan application to WIFA to be considered for forgivable principal or grant funding, AND

WHEREAS, WIFA requires the applicant to demonstrate that it has obtained governing body authorization for potential long-term indebtedness, AND

WHEREAS, WIFA requires governing board identification of a dedicated revenue source for the loan repayment (per Arizona Admin. Code R18-15-104.B2); now therefore be it

RESOLVED, that The District Governing Board of the Yavapai County Community College District authorizes the submission of a loan application to WIFA for the Chino Valley "septic to sewer" project for a maximum loan amount of $500,000, and hereby identifies normal operating revenue as the revenue source for loan repayment.

PASSED, APPROVED and ADOPTED by the District Governing Board of the Yavapai County Community College District this 20th day of February, 2024.

_____

Mrs. Deb McCasland, Board Chair

ATTEST:

_____

Mr. Chris Kuknyo, Board Secretary

Yavapai COLLEGE

Your community. Your college. **Full-time Faculty Sabbatical Application**

I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

Due Date				Date	Signature
Oct.15	Division Dean	X Support	☐ Do Not Support	10-12-23	*Irina DelGenio*
Nov. 1	Pro Gro	X Support	☐ Do Not Support	11-17-23	*Laura L. Huber*
Dec. 1	Campus Dean	☐ Support	☐ Do Not Support		N/A
Dec 15	VP / Provost	X Support	☐ Do Not Support	12.14.23	*Doug Berry*
Jan. 15	President	X Support	☐ Do Not Support	1.9.24	*(signature)*
Within 1 week	President notifies applicants of recommendation one week prior to submission to Board.				
March 15	Board Action	__Approved	__Not Approved		
Within 48 hrs	Board Secretary Notifies Recipients 48 hrs. after Board Decision				
April 1	President Notifies Recipients in Writing				
Within 2 weeks of notification from President	Recipient accepts/rejects in writing to President				
Nov. 1, following year	Recipient submits written report to Provost (copy to ProGro). May be asked to present to Board				

II. Submission of Application

- The faculty applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.

- The faculty applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Faculty Policy 2.7.3 and the Intellectual Property Policy 2.3.1.

Signature of Applicant _____ Date: _10-12-23_

Jason Whitesitt

III. **Faculty Acceptance Agreement:**

☒ I agree to return to Yavapai College and resume my duties for a period of two years immediately following my sabbatical leave.

☒ If the sabbatical is for one-half year, I will return to the College for the remainder of the contract year along with the two-year requirement.

☒ If I do not return to my college employment, I understand I will be required to reimburse the College for all salary and benefits received during the sabbatical leave.

☒ I also agree to submit a written report and make a presentation by November 1 of the year following the sabbatical, to the President and Governing Board of the activities completed while on my sabbatical.

☒ I understand that if I fail to carry out the purposes and activities for which the leave was granted, disciplinary action may be initiated.

☒ I agree that Yavapai College will have appropriate access to all sabbatical related research materials pursuant to the Yavapai College Intellectual Property Policy.

☐ I agree to comply with any additional conditions specified below:

_____

_____

_____

_____

College Commitment to Sabbatical
(to be completed by supervisor)

COLLEGE COMMITMENT	COST AND SOURCE OF SUPPORT
Salary to employee for the period of the sabbatical:	$ 34,210.00
Replacement plan and cost:	$ $14,400.00 in adjunct salary + laptop & sofware
Hardware, software or other support required: (list)	$ Laptop + software not to exceed $2000 Adjunct office space in M building, W.
Staff support required:	$ N/A

Irina DelGenio	10-12-23	N/A	
Supervisor	Date	Campus Dean	Date

Jason Whitesitt

Division 4, English and Humanities, Verde Campus

Proposed Sabbatical: Spring of 2025

10/12/2023

Sabbatical Request: Complete NAU's Community College Teaching and Learning, Graduate
Certificate Program

"I am learning all the time. The tombstone will be my diploma." — Eartha Kitt

"I was only 44, which is childhood philosophy."
— Will Durant

Project Description

In the spring of 2024, I will be 44 years old and, according to Will Durant, still possessed of a childhood philosophy. If such is the case, it's only appropriate I return to school.

My first trip through the rigors of graduate study began 18 years ago. I was a husband and father desperate to validate a Bachelor's in English and eager to make a living. I earned my MA and a teaching certificate, but the process was always goal orientated. I had no time for philosophy (childhood or otherwise) and little more for academic exploration.

Now, as a veteran teacher with a settled life and proven track record, I find myself wondering what I missed and what's changed. In particular, how can I take what I'm doing and make it better? I hope to answer this question by completing Northern Arizona's Community College Teaching and Learning Graduate Certificate (CCTLC).

According to NAU, this certificate, "prepares current full- and part-time future faculty for the complex environment facing community colleges. . . Their expertise and workplace experiences will be supplemented through the knowledge gained in this certificate about community colleges as organizations, educational technology, curriculum design, and the characteristics of today's community college students." The certificate requires four graduate courses:

- **CCHE 590 - Technological Fluency and Leadership.** This course explores the changing world of technology in higher education and other professional realms. Students will identify necessary abilities to develop fluency, manage change, and take leadership roles in the workplace as they effectively manage their digital lives at work and home. Students will gain skills in technology use and an understanding of technology in evolving environments.
- **CCHE 640 - Curriculum Construction in Community College.** Principles underlying course development in the community college: typical programs, credit and noncredit courses, articulation, and other aspects of the instructional program.
- **CCHE 670 - Adult Learners.** Planning for teaching and administering programs to meet the special needs of adult learners and overall community needs.
- **CCHE 688 - College Teaching.** Teaching-learning and administrative environment in college; student culture, learning theory, classroom procedures.

2

While some of this coursework will duplicate knowledge and skills I already possess, the lion's share will update, refine, and further what I already know, thus positioning me for the next 15 years of my career.

The typical student takes three graduate courses a semester, but, given these are 8-week courses, I believe I can complete all four of them in the spring of 2024.

Relevance of Project

Strategic Plan

My proposed sabbatical directly serves all four of the 2024-2026 YC strategic initiatives and goals as follows:

- **Belonging.** This initiative specifically calls for, "equitable professional development opportunities for faculty and staff to enhance their skills and better serve students. Another essential aspect of the Belonging initiative is to create a sense of belonging for all students in the learning environment, promoting a sense of community and inclusivity." As outlined above, the CCTLC will further my professional knowledge and growth as an instructor, which will in turn better my ability to welcome, engage, and educate a wide range of students in multiple modalities.
- **Living Wage.** The curriculum construction component of the CCTLC will ground me in current best practices and bring to light the needs of students in a, "changing economic landscape."
- **Adult Learners.** As part of the CCTLC, I am required to complete CCHE 670, a course specifically focused on "the special needs of adult learners." A better understanding of these students will directly contribute to this strategic initiative.
- **Delivery.** Both CCHE 590 and CCHE 688 will provide me with up-to-date knowledge and skills, "to enhance the delivery of educational programs and increase student success by adopting best-in-class pedagogy and processes." The courses will improve what I'm already doing while offering opportunities for growth and forward-looking design.

County or Regional Need

As evidenced above, the knowledge and skills provided by the CCTLC will further the strategic goals and needs of Yavapai College. The very inclusion of these goals in the 2024-2026 Strategic Plan demonstrates need and emphasis. By obtaining the certificate, I will deepen my own educational expertise and better serve my students in the Verde Valley and online.

Student Benefit

Following the completion of the CCTLC certificate, I will incorporate what I've learned into my courses, adjusting pedagogy, approach, and design to improve student learning and engagement.

I will use new technologies, as appropriate, to enhance the online environment and foster a fresh look at learning in a virtual space. I will also adjust my courses, where needed, to remove barriers to adult learners.

Benefits to the College Community

Having completed the CCTLC, I can share what I've learned with the English and Humanities departments through presentations, both formal and informal. I can also update my colleagues on where and how I've used new knowledge and techniques to improve my courses. This same information can be shared with my current and future mentees and the college as a whole through TeLS initiatives.

International and/or Potential National Markets or Profit Center Opportunities

N/A

Resulting Product

The proposed sabbatical will result in my completion of Northern Arizona's Community College Teaching and Learning program and the accompanying graduate certificate.

Benefits to the Employee

Taking courses will remind me of what it is to be a student while providing models of how other instructors teach successfully. As described above, the coursework itself will provide information on pedagogy, theory, curriculum development, articulation, and classroom instruction that will deepen my current knowledge while updating it to current and cutting-edge best practices. So equipped, I will be a better, more confident, and forward-looking teacher.

Service History

I have been an active member of the college community as a full-time professor since the fall of 2009. During that time, I have faithfully met my service requirements while consistently taking on duties beyond my contractual expectations.

- **Employment History at YC**
  - Professor of English and Humanities, Yavapai College, Clarkdale, Arizona, 2011-Present
  - Associate (probationary) Professor of English and Humanities, Yavapai College, Clarkdale, Arizona, 2009-2011
- **History of College Service**
  - Faculty Affairs Committee Chair, 2022-Present
  - Faculty Affairs Committee, 2018-2020
  - Technology Advisory Committee 2020-Present

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- Faculty Peer Mentor 2019-Present
- Plagiarism Committee, 2018-2020
- LGBQTA+ Club advisor, 2018-2020
- Service and Giving Committee, 2015-2020
- English Department Lead Faculty for Literature, 2015-2020
- College Honors Program Director, Yavapai College, 2014-2017
- Yavapai College Faculty Senate, 2012-Present
- Compass Entrance Exam Evaluator, 2011-2020
- Curriculum development, Honors Colloquium, 2014
- Director of Library Services Hiring Committee, 2014
- Curriculum development, Major Issues in World Literature, 2013
- Curriculum development, Special Topics in Literature, 2012
- Curriculum development, Major Issues in World Literature, 2012
- English Department Assessment Project Leader, 2011-2013
- Articulation Task Force (English), 2011-2012
- Higher Learning Commission Pathways Proposal Committee, 2010
- General Education Committee, 2009-2010
- Curriculum development, Technology and Human Values, 2009

The above service is in addition to various hiring committees, courses taught, and general professional development activities, research, and presentations. A full CV is available upon request.

Previous Sabbatical Awards

Fall 2017

Additional Resources Required

During the proposed sabbatical I request consistent use of my office on the Verde campus.

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Yavapai COLLEGE

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Full-time Faculty Sabbatical Application

I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

Due Date				Date	Signature
Oct.15	Division Dean	X Support	□Do Not Support	10-15-23	*Irina Del Genio*
		Comments: While I don't see the direct benefit to YC English students (the dissertation focuses on the "animal studies"), I recognize the diversity and interdisciplinary nature of this project that might benefit a wider YC student population.			
Nov. 1	Pro Gro	X Support	□Do Not Support	11-17-23	*Lauri L Dreher*
Dec. 1	Campus Dean	□ Support	□Do Not Support		N/A
Dec 15	VP / Provost	X Support	□Do Not Support	12.14.23	*Doug Berry*
Jan. 15	President	X Support	□Do Not Support	1·9·24	*Lisa B Rhine*
Within 1 week	President notifies applicants of recommendation one week prior to submission to Board.				
March 15	Board Action	__Approved	__Not Approved		
Within 48 hrs	Board Secretary Notifies Recipients 48 hrs. after Board Decision				
April 1	President Notifies Recipients in Writing				
Within 2 weeks of notification from President	Recipient accepts/rejects in writing to President				
Nov. 1, following year	Recipient submits written report to Provost (copy to ProGro). May be asked to present to Board				

II. Submission of Application

- The faculty applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.

- The faculty applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Faculty Policy 2.7.3 and the Intellectual Property Policy 2.3.1.

Signature of Applicant _____Nietz Dean_____ Date: ___10 / 15 / 2023___

Nicole Dean

III. Faculty Acceptance Agreement:

☒ I agree to return to Yavapai College and resume my duties for a period of two years immediately following my sabbatical leave.

☒ If the sabbatical is for one-half year, I will return to the College for the remainder of the contract year along with the two-year requirement.

☒ If I do not return to my college employment, I understand I will be required to reimburse the College for all salary and benefits received during the sabbatical leave.

☒ I also agree to submit a written report and make a presentation by November 1 of the year following the sabbatical, to the President and Governing Board of the activities completed while on my sabbatical.

☒ I understand that if I fail to carry out the purposes and activities for which the leave was granted, disciplinary action may be initiated.

☒ I agree that Yavapai College will have appropriate access to all sabbatical related research materials pursuant to the Yavapai College Intellectual Property Policy.

☐ I agree to comply with any additional conditions specified below:

N/A

College Commitment to Sabbatical
(to be completed by supervisor)

COLLEGE COMMITMENT	COST AND SOURCE OF SUPPORT
Salary to employee for the period of the sabbatical:	$ 33, 872.00
Replacement plan and cost:	$ 14, 440.00 + cost of laptop and software
Hardware, software or other support required: (list)	$ YC laptop and software, not to exceed $ 2000
Staff support required:	$ N/A

Irina Del Genio	10-16-23	N/A
Supervisor	Date	Campus Dean Date

Nicole Dean

Department of English/ Division IV/ Prescott Campus

Dates of Proposed Leave: August 17-December 14, 2024

Date of Request: October 15, 2023

Purpose of the Sabbatical Request: Completion of Doctoral Dissertation

1

I. Project Description

Nicole Dean will use the requested sabbatical to complete her dissertation titled *The Archetypal Bestiary: A Depth Psychological Examination of Animal Imagery*. This dissertation is the last requirement for completing her Ph.D. in Mythological Studies at Pacifica Graduate Institute. All coursework for the degree is complete with a 4.0 GPA, the concept paper for the dissertation has been accepted, and a chair for the project is in place. This dissertation will consist of two parts: a theoretical paper investigating the archetypal nature of animals and a production part consisting of twelve multi-media paintings of animals intended to form a bestiary for modern audiences.

The study primarily assumes a Jungian theoretical point-of-view while also presenting modernist and postmodernist theories regarding the nature of modern society and the philosophies of aesthetics. Friedrich Nietzsche's and Jacque Derrida's writings on animals and human animality will be especially important for establishing animal imagery's modern and post-modern significance, in addition to current scholars working in the area of animal studies. A description of the animals' mythic significance and an investigation of these images' theoretical effects on the conscious and unconscious mind will accompany each image. After a period of academic and mythological study of each creature, the images will be created following a process of active imagination using automatic writing and free association. Animals and mythical creatures represented will feature cat, dog, fox, bear, horse, pig, snake, unicorn, fairy, sasquatch, gray aliens, and dragon.

After an overview of the project found in Chapter 1 of the study, the second chapter, called "Bestiaries and the Mythic Significance of Animals," will present an analysis of medieval bestiaries and the use of animal imagery in art, mythology, and literature in general, including

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representations of "real" and mythical animals. Archetypal and mythic meaning is consistently projected into and on these animal images, as seen in the bestiaries, the visual arts, poetry, and storytelling. Anthropological theories regarding ancient animal images, such as those in cave paintings, will also be used to examine how humans have defined themselves relative to animals in the creation of human society.

Chapter 3, titled "The Depth Psychology View of Animals," will delve into the meaning of animals as presented in the works of Freud, Jung, and James Hillman. Common to these perceptions is the notion that the animal image represents the hidden "animal" side that dwells within the civilized human. While socialization may necessarily repress the basic, sometimes violent drives and desires that constitute this side of the psyche, neuroses arise from this internal denial. Animals represent these repressed tendencies, returning to the surface through dreams, myths, and artistic images that represent some unconscious aspect of animal nature that needs to be reintegrated into the conscious psyche. While animal nature may carry dark aspects that need to be contained for life within society, the animal within the human is also the path to the divine, the instinctive wisdom and spiritual connection to the soul.

Chapter 4, called "Animals and the Meta-Modern Mind," examines animals' special role in current Western society. According to Nietzsche, the animal self within the individual conflicts with the civilized mind, which explains the violence of the twentieth century. Derrida, the quintessential post-modern deconstructionist, posits that the human is just an animal in denial of itself and that conceptions of civility and morality are falsehoods. These modernist notions will be contrasted with the theories of Jung and Hillman and recent writing from current neo-Jungians.

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In Chapter 5, "Animal as Image," the study draws from the field of aesthetics, investigating how interaction with and production of animal images affects the human psyche. The study will analyze Jung's Red Book, the animals represented there, and his image production process, and will present recent psychological studies regarding the effects of natural imagery.

The sixth and final chapter, "The Archetypal Bestiary," discusses the production part of the project, discussing the use of active imagination and explaining the intended symbolic and archetypal content contained in the images. In the style of Jung's *Red Book*, this section will examine the effect of animal imagery on the mind and dreams of the artist and study author.

Bibliography

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https://www.bl.uk/medieval-english-french-manuscripts/articles/beastly-tales-from-the-medieval-bestiary.

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Iveson, Richard. "Animals in Looking-Glass World." *Humanimalia*, vol. 1, no. 2, 2010, pp. 46–85, https://doi.org/10.52537/humanimalia.10103.

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    Mythology through the Prism of Animal Studies." *Journal of Education Culture and*

    Society, vol. 13, no. 2, 2022, pp. 601–612, https://doi.org/10.15503/jecs2022.2.601.612.

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    Perspectives. vol 56, no. 3, 2013. pp. 268-287.

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    Animals, vol. 21, no. 6, 2013, pp. 596–598, https://doi.org/10.1163/15685306-12341250.

II. Relevance of the Research or Project

- Strategic Plan: Completing this dissertation will help create "lifelong and cultural opportunities" (3) for students and community members at the college through in-class and other presentations and lectures. Furthermore, it will help cultivate "a diverse, inclusive, and equitable environment" (3) since the study will draw from diverse sources, including African, Asian, and Indigenous mythology, to establish archetypal patterns. Through examining universal motifs in mythology, students gain a sense of our human interconnection, creating "a sense of belonging for all students in our learning environment" (7).

- Need in county or region: Yavapai College has begun to offer bachelor's degrees to allow more students in the region to complete a full four years of college. Completing a doctoral degree will help Yavapai College's reputation in this pursuit. Also, completion of the degree should qualify Nicole Dean to teach a wider variety of General Education courses at the college as demand for degrees increases.

- Benefit to YC students: Completing this dissertation and the degree will directly benefit students enrolled in Nicole Dean's English 102 and literature courses. Mythological and animal imagery permeates literature and oral traditions around the world. The degree program at Pacifica Graduate Institute is particularly diverse, requiring the study of mythology from around the world, unlike many other traditional programs that emphasize Greco-Roman and other Euro-centric mythologies. This dissertation will draw from many world traditions to establish archetypal patterns, thus emphasizing the undercurrents of human society that unite all humanity. At this particularly difficult time of divisive "culture wars," examining humanity's common ground will provide a sense of hope for students that unity and cultural reintegration are still possible. In fact, Colm Fitzgerald, in his study "Character Development in Higher Education Using Classical Archetypes," found that archetypal awareness helped increase college students' level of character development, providing a sense of meaning and a roadmap for life planning (21-40). Furthermore, this dissertation touches upon the rapidly emerging field of animal studies, which is especially attractive to current college-age students and has led to new majors and minors at New York University and other colleges.

- Benefits to the college community: In addition to regular college lectures in Yavapai College courses, Nicole Dean will present lectures related to the topic as part of the college's "Distinguished Guest Lecture" series.

- International and/or potential national markets or profit center opportunities: N/A

- Products that will likely result from the support research time: Nicole Dean will gather new information and materials to be used in developing OER classes. During the research process for the dissertation, she will gather images and literature currently available

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through the public domain. Although the dissertation and the bestiary paintings will remain copyrighted to Nicole Dean, materials created for OER classes will be available through Creative Commons licensing.

Works Cited

Fitzgerald, Colm. "Character development in higher education using classical archetypes." Journal of College and Character, vol. 24, no. 1, 2023, pp. 21–40, https://doi.org/10.1080/2194587x.2022.2157438.

"NYU Animal Studies." Arts & Science, as.nyu.edu/departments/environment/animal-studies.html. Accessed 15 Oct. 2023.

"Yavapai College Strategic Plan 2022-2024." Yavapai College, 22 June 2021.

III. Benefits to the Employee

- Impacts upon Nicole Dean's teaching and/or professional development: Completing coursework for the Ph.D. degree has already enriched her teaching of literature, and completing the dissertation will do so further. Completing the degree will increase her credibility as a scholar of literature and mythology and open further possibilities for publishing and scholarly presentations at academic conferences. Completing the degree should also qualify her to teach mythology and possibly religious studies classes in addition to the composition and literature classes she already teaches.

IV. Service History

- Years of full-time/part-time faculty service at YC:
  - Adjunct instructor, English: Fall 2016-Summer 2017

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- Limited term full-time faculty, English: Fall 2017 to Summer 2018

    - Full-time faculty, English: Fall 2018 to present.

- History of faculty service:

    - Developmental Education Committee: member from Fall 2017; co-chair from Fall 2018 to present; implemented developmental education redesign, including creating English 101A and multiple measures chart.

    - General Education Committee: member from Fall 2023 to present.

    - Challenge essay reader for composition classes since Fall 2018

    - Tutor training for reading tutoring, Fall 2019

    - Summer Institute 2019 presentation on teaching college reading

- Date of last sabbatical: none previously awarded.

V. Additional Resources Required

- None required.

Yavapai COLLEGE

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Full-time Faculty Sabbatical Application

I. Reviews/Recommendations/Action

The Application for Sabbatical Leave must be completed by the applicant and reviewed at the following levels indicating support or non-support before advancing. Additional comments may be provided.

Due Date				Date	Signature
Oct.15	Division Dean	X Support	☐ Do Not Support	10/19/23	*[signature]*
Nov. 1	Pro Gro	X Support	☐ Do Not Support	11-17-23	*[signature]*
Dec. 1	Campus Dean	☐ Support	☐ Do Not Support		N/A
Dec 15	VP / Provost	X Support	☐ Do Not Support	12.14.23	Doug Berry
Jan. 15	President	X Support	☐ Do Not Support	1.9.24	*[signature]*
Within 1 week	President notifies applicants of recommendation one week prior to submission to Board.				
March 15	Board Action	__ Approved	__ Not Approved		
Within 48 hrs	Board Secretary Notifies Recipients 48 hrs. after Board Decision				
April 1	President Notifies Recipients in Writing				
Within 2 weeks of notification from President	Recipient accepts/rejects in writing to President				
Nov. 1, following year	Recipient submits written report to Provost (copy to ProGro). May be asked to present to Board				

II. Submission of Application

- The faculty applicant has verified with Human Resources the completion of 6 full years of probationary/continuing contract status.

- The faculty applicant has read and understands the college requirements in accordance with the Sabbatical Leave of Absence for Full-Time Faculty Policy 2.7.3 and the Intellectual Property Policy 2.3.1.

Signature of Applicant __/Mark Muchna__ Date: __10-19-23__

Mark Muchna

III. Faculty Acceptance Agreement:

☒ I agree to return to Yavapai College and resume my duties for a period of two years immediately following my sabbatical leave.

☒ If the sabbatical is for one-half year, I will return to the College for the remainder of the contract year along with the two-year requirement.

☒ If I do not return to my college employment, I understand I will be required to reimburse the College for all salary and benefits received during the sabbatical leave.

☒ I also agree to submit a written report and make a presentation by November 1 of the year following the sabbatical, to the President and Governing Board of the activities completed while on my sabbatical.

☒ I understand that if I fail to carry out the purposes and activities for which the leave was granted, disciplinary action may be initiated.

☒ I agree that Yavapai College will have appropriate access to all sabbatical related research materials pursuant to the Yavapai College Intellectual Property Policy.

☐ I agree to comply with any additional conditions specified below:

_____

_____

_____

_____

College Commitment to Sabbatical
(to be completed by supervisor)

COLLEGE COMMITMENT	COST AND SOURCE OF SUPPORT
Salary to employee for the period of the sabbatical:	$ 40,706.68
Replacement plan and cost:	$ Adjunct faculty from current pool. 4 adjuncts $17,280.00
Hardware, software or other support required: (list)	$ assigned office computer access.
Staff support required:	$ ~~17,280.00~~ Division 5 ISS support as assigned.

_____ 10/19/23   Dean, Math, Science & Computer tech
Supervisor   Date   Campus Dean   Date
   Dr. Perry Baker

Sabbatical Leave Request

Investigation of Anatomy & Physiology Pedagogies

Mark Muchna

Division 5 Science and Engineering

Science Department

Prescott Campus

Fall 2024

Sabbatical Leave Request: Investigation of Anatomy & Physiology Pedagogies

Project Description

Anatomy and Physiology is a challenging course. As noted by the Human Anatomy and Physiology Society (2023), nationwide attrition rates for Anatomy and Physiology students lie between thirty and forty percent. Considered a key gatekeeper course, Anatomy & Physiology is required for students pursuing allied health-related fields (Forgey et al., 2020). At Yavapai College, nursing and radiology technician programs require students to take two semesters of Anatomy and Physiology, BIO 201 and 202. Educational research identified student performance in Anatomy & Physiology as a predictor of baccalaureate nursing student success (Griffiths et al., 1995). During my proposed sabbatical leave, I would like to research and learn more about the pedagogy of Anatomy and Physiology to better teach students and increase their success in the course.

My research will utilize several approaches. I plan to attend the 2023 national meeting of the Human Anatomy and Physiology Society (HAPS), an organization whose mission is to promote excellence in the teaching of anatomy and physiology. I also plan to conduct personal research focused on the pedagogy of Anatomy and Physiology. Lastly, I intend to visit Anatomy and Physiology faculty at the three Arizona state universities as well as Arizona community colleges.

I plan to start my sabbatical research early by attending the HAPS 38th Annual Conference held May 25-29, 2023, in St. Louis, Missouri. In addition to the conference and HAPS materials, I plan to conduct personal research by investigating published articles and books about Anatomy and Physiology pedagogy. Also, I will prepare a list of questions related to pedagogy to ask Anatomy and Physiology faculty members at Arizona universities and community colleges. I plan to interview Anatomy and Physiology faculty and, as permitted, observe classes at U of A, ASU and NAU. These three state universities articulate with our Anatomy and Physiology courses, BIO 201 and BIO 202. I would also like to do the same at Pima, Maricopa, and Coconino Community Colleges.

University and community college visits will involve learning how Anatomy and Physiology instructors present large amounts of scientific material in a language that is often foreign and difficult for students to understand. I would like to learn how these instructors maintain student engagement and aid students in achieving course content mastery. I plan to inquire about what educational tools they use, such as 3-D models, histology, dissections, technology, cadavers, classroom activities, and study tools. I would also learn how they organize course material, i.e., are Anatomy and Physiology of body systems taught together, as we do here at Yavapai College, or taught separately? I would also like to learn how these universities and colleges utilize laboratory activities to teach different body systems as well as learn about their preferred assessment methods.

After these steps are completed, I will compile my findings to share with my fellow Science Department faculty members. I will also provide a list of helpful resources for Anatomy and

Physiology students. From what I have learned, I will then look for ways to incorporate new pedagogical methods and practices into my upcoming Spring and Fall 2025 classes.

Relevance of Sabbatical Research

- Addresses Yavapai College Strategic Plan Goal #4, Delivery: Developing methods of educational delivery to create a more learner-centric environment. Specifically, the outcome of this sabbatical research will be to discover and implement best in-class pedagogies and research findings. The goal of implementing research findings would be to increase student retention and success.
- Identified need involves supporting Yavapai College Anatomy and Physiology faculty and students.
- Sabbatical findings will benefit the Yavapai College community by providing Anatomy and Physiology faculty with information and resources pertaining to best practices for teaching Anatomy and Physiology. This will be accomplished by:
    1. Presenting a seminar discussing research findings to Science Department faculty during Spring 2025.
    2. Making materials collected during sabbatical leave available to Anatomy and Physiology faculty.
    3. Making learning resource materials collected during sabbatical available to Anatomy and Physiology students.
    4. Preparing a report summarizing findings of research that will be made available to Yavapai College administration and faculty.
- There will be no foreseeable international and/or potential national markets or profit center opportunities.
- Products that will likely result from the supported research time would include the following teaching materials for use by other faculty members:
    1. Additional laboratory-related materials, such as new creative and effective A&P labs
    2. Clinical application course materials, such as case studies, inquiry-based learning, and histological activities
    3. A report containing research results.
- Products that will likely result from the supported research time would also include the following materials for use by Anatomy & Physiology students:
    1. Materials for Anatomy and Physiology student success, such as relevant apps, online resources etc.
    2. Practical clinical application resources for mastery of Anatomy & Physiology content, such as case studies or inquiry-based activities

Benefits to Employee

- Sabbatical will enhance instructor's knowledge and implementation of best teaching practices for Anatomy and Physiology.

Service History

- 2 years of part-time faculty service and 12+ years of full-time faculty service at Yavapai College as follows:
  Spring 2010 - Fall 2011, Adjunct Instructor: BIO 160 Prescott & Verde (2 years)
  Fall 2011 - Spring 2012, Interim full-time Instructor (1 year)
  Fall 2012 - Spring 2015, Probationary/Peer faculty full-time Instructor (3 years)
  Fall 2015 - Present, full-time Instructor (in 9th year)
- History of Faculty Service:
  GIFT (Great Ideas for Teaching) Committee ~ 3 years
  Tutoring at Learning Center ~ 2 years
  Peer Faculty Mentoring Oversight Committee ~ 6 years
  Mentored/mentoring several YC faculty members
  Curriculum Committee – currently completing first year
  Open Classroom Tutoring – exam review sessions offered approximately 4 times per
  semester to Anatomy & Physiology students ~ 11 years
- Date of Last Sabbatical – none taken previously

Time Request for Sabbatical

- One semester: Fall 2024

Additional Resources Required

- No additional funds requested for sabbatical.
  I will submit a request for HAPS conference cost and dues through the Professional Growth Committee.

References

Griffiths, M. J., Bevil, C. A., O'Connor, P. C., & Weiland, D. M. (1995). Anatomy and Physiology as a predictor of success in Baccalaureate nursing students. *Journal of Nursing Education, 34*(2), 61-66.

Forgey, S. B., Williams, M. R., & Pribesh. S. (2020). Pathways to success in Anatomy and Physiology at the community college: The role of prerequisite courses. *Community College Enterprise. 26*(1), 9-26.

Human Anatomy and Physiology Society. (August 13, 2019). https://www.hapsweb.org/

Yavapai College
Provost/Chief Workforce Innovation Officer

Date: January 23, 2024
To: Dr. Lisa Rhine
From: Dr. Douglas Berry, Provost & Dr. Janet Nix, Chief Human Resources Officer (Interim CWIO)
RE: Curriculum Proposal – Program Deletions

The following curriculum proposals have been reviewed by the appropriate faculty, Associate Vice President, Dean and the Curriculum Committee. We recommend approval of the deletion of the Advanced Tax – IRS Enrolled Agent Certificate, Equine Care and Management Certificate, and the Medical Assistant Associate of Applied Science.

Overview of Program Deletions (Provost)

Advanced Tax – IRS Enrolled Agent Certificate
It was determined prior to the retirement of the previous Accounting Faculty Lead to sunset the program because even after completing the required courses, students were unable to pass the IRS Enrolled Agent Professional Licensure Exam. Also, enrollment for the program has consistently been low, requiring courses to be canceled.

Overview of Program Deletions (Chief Workforce Innovation Officer)

Equine Care and Management Certificate
Historical enrollment data has shown declining head count and SCH over the past 7 years, with a 45% decline from 21/22 to 22/23 alone.

Medical Assistant Associate of Applied Science
After the program review process, and with input from clinical partners and advisory committee members, it is determined that the AAS in Medical Assisting is not a requirement for entry level positions in our community. In alignment with the Arizona Medical Board rule/statutes (32-1401(16) and R4-16-401(A)(2)), National Certification qualifies a person to be hired in the Medical Assistant role. The MA Certificate program allows students to meet this requirement through certification with the NCCT, at half of the time and financial commitment. The Medical Assistant Certificate will now be the primary focus for students, as it meets industry requirements for entry level positions.

1

Advanced Tax – IRS Enrolled Agent Certificate

The Advanced Tax - IRS Enrolled Agent certificate prepares the student to sit for the three IRS Enrolled Agent exams, known as the SEE (Special Enrollment Exams) and secure a position in a tax preparation enterprise where knowledge of taxation and accounting practices is required.

Credit Hours Required: 36

Reason(s) for deleting the program:

- ☐ Program content and learning outcomes outdated
- ☐ No longer meets needs of employers
- ☐ Has been replaced by another program (**specify replacement program below)
- ☑ Enrollment not adequate
- ☑ Other (**specify below)

*Other: It was determined prior to the retirement of the previous Accounting Faculty Lead to sunset the program because even after completing the required courses, students were unable to pass the IRS Enrolled Agent Professional Licensure Exam. Also, enrollment for the program has consistently been low requiring courses to be canceled.

Teach Out Plan:

DESCRIPTION OF HOW STUDENTS CAN COMPLETE THE PROGRAM	COMMUNICATION PLAN	The following courses are on Teach-Out:
All required certificate courses are offered in other programs and on progressions plans with frequent offerings. Students can take the following courses at their convenience: ACC115 Basic Tax Planning ACC117 Advanced Tax ACC131 Principles of Accounting 1 ACC132 Principles of Accounting 2 ACC296 Accounting Internship BSA131 Introduction to Business BSA237 Legal Environment of Business CSA126 MicroSoft Office MGT132 Ethics in Business MGT233 Business Communications	Letters/emails will be sent to students communicating Teach-Out plan, steps to take, and Program Director contact info.	Offered FALL24 -- ACC241 IRS Enrolled Agent Review Part I (Prereq: ACC115 and ACC117). Students MUST take these prereqs BEFORE Fall24. Offered SPRING25 -- ACC242 IRS Enrolled Agent Review Part II (Prereq: ACC241). Students MUST take prereq Fall24. Students MUST take ACC121 Introductory Accounting during 2024-2025 school year. **Students MUST take ACC121 Introductory Accounting during 2024-2025 school year.**

President

Signature: _____ Date: 1·25·24

☒ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved ☐ Not Approved

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Equine Care and Management Certificate

The Equine Care and Management Certificate prepares students for entrepreneurship, employment, or advancement in a variety of equine fields including business/barn management, training, husbandry, grooming, sales, marketing and nutrition.

Credit Hours Required: 30

Reason(s) for deleting the program:

☐ Program content and learning outcomes outdated

☐ No longer meets needs of employers

☐ Has been replaced by another program (**specify replacement program below)

☑ Enrollment not adequate

☐ Other (**specify below)

Teach Out Plan:

Program summary update for active students in academic years 18/19, 19/20, 20/21, 21/22, and 22/23:

92 students have declared Equine Care & Management as a program of study
 - 17 students have graduated from the program
 - 0 students are pending conferral or completing this semester
 - 8 students attempted but did not successfully complete a single class
 - 25 students did not attend a single class
 - 42 students have completed at least one class and may still in progress
 - Of the 42 "in progress" students, 39 have at least a 50% rate of progression
 - Of the remaining 39 "in progress" students, 25 have attended a required class in the past three academic years (20/21, 21/22, 22/23)

Here are the number of students (last 5 AY/ last 3 AY) needing a particular class to complete the program, barring drops and non-passing grades in SP23:

AGE100: 14 / 10
AGE101: 25 / 13
AGE120: 31 / 21
AGE122: 23 / 15
AGE125: 18 / 10
AGE140: 30 / 18
AGE201: 35 / 21
AGE231: 32 / 18
AGE260: 30 / 19
AGS102: 33 / 21
AGS215: 36 / 24

Number of students by percentage complete:

9%: 9 students
18%: 12 students
27%: 5 students
36%: 4 students
45%: 3 students
54%: 2 students
63%: 2 students
81%: 2 students

Communication plan:

Students will receive the letter below via email which will include the teach out plan to end Spring 2024.

Dear <student>,

I am writing to let you know that we are sunsetting the Equine Care & Management program.

Because you have attended classes recently, I would like to give you the opportunity to complete the certificate.

Please let me know as soon as possible if you would like to finish your remaining coursework in the program.

Thanks, <student>. I hope to hear back from you soon.

Class schedule through Spring 2024

Fall 2023
AGE100 – Introductory Equine Science
AGE101 – Riding Methods I
AGE120 – Equine Health and First Aid
AGE140 – Equine Hoof Care
AGE201 – Riding Methods II
AGE260 – Ground Skills and Training Techniques in Horsemanship

Spring 2024
AGE122 – Principles of Equine Nutrition
AGE125 – Equine Behavior
AGE201 – Riding Methods II
AGE231 – Professional Groom and Handler
AGS102 – Agribusiness Management
AGS215 – Agricultural Mechanics.

Max Bledsoe
Associate Dean, Chino Valley Center

New Students for 23/24 AY

15 students enrolled in AGE100
- 1 attending as part of the AAS
- 1 attending as part of the AA
- 7 attending as part of the Animal Care certificate
- 5 attending as part of the Equine Care certificate
- 1 attending as personal interest

11 students enrolled in AGE101
- 9 attending as part of the Equine Care certificate
- 3 attending as personal interest

9 students enrolled in AGE120
- 5 attending as part of the Equine Care certificate
- 3 attending as personal interest
- 1 enrolled in Animal Care but class does not apply

8 students enrolled in AGE140
- 4 attending as part of the Equine Care certificate
- 2 attending as part of the AA
- 1 enrolled in AB, does not apply
- 1 enrolled in Animal Care, does not apply

1 new students in AGE201
- 1 enrolled as Personal Interest
- 2 unexpected returns but only wants to ride

8 students enrolled in AGE260
- 8 attending as Equine Care students

All students who are new to program this academic year were informed by the instructor that 23/24 will be the final year Equine Care & Management is offered.

President

Signature: _____ Date: 2·1·24

☒ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

*Summary of Program **Deletion** Proposal for*

Medical Assistant Associate of Applied Science

The Medical Assistant AAS degree will prepare individuals for entry-level positions requiring the cognitive, psychomotor, and affective skills necessary for performing general administrative (front office) and clinical (back office) skills in ambulatory healthcare settings including physician's offices, clinics, and urgent care centers.

Credit Hours Required: 61

Reason(s) for deleting the program:

☐ Program content and learning outcomes outdated
☑ No longer meets needs of employers
☑ Has been replaced by another program (**specify replacement program below)
☐ Enrollment not adequate
☐ Other (**specify below)

**If replaced by another program or "Other," provide details:

> The Medical Assistant Certificate will now be the primary focus for students, as it meets industry requirements for entry level positions.

Teach Out Plan:

Number of students enrolled in the program and progress made:

Awaiting data from IER. Estimating roughly 30 students with various progress throughout program.

Description of how the students can complete the program:

No classes are being deleted. All students enrolled are eligible to continue the AAS pathway as long as they meet continuous enrollment.

Communication plan

Allied Health has already discussed the plan to sunset with advising. All students who are currently enrolled in the AAS will be sent an email to their YC Scholar account communicating the plan to sunset and suggestion of contacting their academic advisor. The AH Program Directors' information will be included as well for any students to follow up as needed.

President

Signature: _M F Phene_   Date: _2·1·24_

☒ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

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☐ Approved/Change Noted: _____

Yavapai College
Provost/Chief Workforce Innovation Officer

Date: January 23, 2024
To: Dr. Lisa Rhine
From: Dr. Douglas Berry, Provost & Dr. Janet Nix, Chief Human Resources Officer (Interim CWIO)
RE: Curriculum Proposal – New Programs

The following curriculum proposals have been reviewed by the appropriate faculty, Associate Vice President, Dean and the Curriculum Committee. We recommend approval of the Agriculture Technology Management Certificate, Bachelor of Science in Business with Digital Marketing Concentration, Foundations of Leadership Certificate, Media Editing and Post-Production Certificate, Media and Extended Realities Certificate, Script Supervisor Certificate and Women's Health Imaging Certificate.

Overview of New Programs (Provost)

Bachelor of Science in Business with Digital Marketing Concentration
This program is designed to help students develop a deep understanding of digital marketing strategies, tools, and techniques, with a focus on creating effective online campaigns, building strong brand identities, and analyzing digital marketing data. Graduates of this program will be prepared to work in a wide range of business industries, including e-commerce, advertising, public relations, and more.

Foundations of Leadership Certificate
The Management - Foundations of Leadership Certificate is designed to provide aspiring leaders and early-career professionals with the essential skills and knowledge required to excel in leadership roles across various organizational settings. This online certificate program focuses on laying a strong foundation in leadership principles, emphasizing practical skills and real-world applications. Coursework covers basic leadership theories, effective communication, team collaboration, problem-solving, and ethical decision-making.

Media and Extended Realities Certificate
The Media and Extended Realities Certificate offers students a comprehensive curriculum focused on digital design, extended realities (XR) development, and 3D modeling. Students will learn about architecture, lighting, sound design, hardware components for XR, 3D visualization software, and will culminate their studies with an experiential capstone project. This program equips graduates with the skills and knowledge necessary for a career in the field of digital design and extended realities.

Overview of New Programs (Chief Workforce Innovation Officer)

Agriculture Technology Management Certificate
The Agriculture Technology Management Certificate prepares students for work in the agriculture science, business, and technology of plant and animal production and/or about the environmental and natural resources systems industry.

Media Editing and Post-Production Certificate
The Media Editing and Post-Production Certificate prepares students for entry-level employment in the post-production field. Coursework provides hands-on training to create engaging content across platforms including film, television, and social media.

1

Script Supervisor Certificate

This certificate prepares students for employment as a Script Supervisor. This hands-on certificate covers the duties and skills of the script supervisor from pre-production through production. This includes knowledge of screenwriting format and structure, breaking down the script, department roles and the basic language of continuity including eyelines, space, motion, time, action, and dialogue.

Women's Health Imaging Certificate

The Women's Health Imaging Certificate program is comprised of two courses designed as facilitated and self-directed learning for radiologic professionals who are in good standing with the American Registry of Radiologic Technologists (ARRT). The program, which can be completed in one semester, offers both didactic coursework and clinical skills experiences necessary to prepare the student to challenge the ARRT Advanced Registry in Mammography. The certificate program also fulfills the 40-hour initial mammography training mandated by the Mammography Quality Standards Act and Program (MQSA).

Bachelor of Science in Business with Digital Marketing Concentration

The Bachelor of Science in Business with Digital Marketing Concentration is a comprehensive undergraduate program designed to equip students with the knowledge and skills necessary to excel in the dynamic field of digital marketing within the broader business context.

This program combines theoretical concepts with practical, hands-on experience to prepare students for successful careers in the ever-evolving digital marketing industry. It is designed to help students develop a deep understanding of digital marketing strategies, tools, and techniques, with a focus on creating effective online campaigns, building strong brand identities, and analyzing digital marketing data.

Credit Hours Required: 120

General Education Requirements

Students must complete **31 credit hours** of general education courses, including the following:

ENG 101 College Composition I
ENG 102 College Composition II
[After]
ENG 236 Advanced Professional Writing in the Workplace
MAT 142 College Mathematics
MAT 152 College Algebra
[Before] Any mathematics class that is at least MAT 141 or higher   3
       can be used to meet the mathematics requirement.
GEO 212 Introduction to Meteorology
[After] While GEO 212 Introduction to Meteorology is   4
       recommended, any physical and biological sciences course
       can be used to meet this requirement.
PHI 232 Business Ethics
[After] Students need to select courses from two different Arts and   6
       Humanities prefixes. PHI 232 Business Ethics is
       recommended for one of these courses.
PSY 101 Introductory Psychology
SOC 101 Introduction to Sociology
[After] Students need to select courses from two different Social   6
       and Behavioral Sciences prefixes. PSY 101 Introductory
       Psychology and SOC 101 Introduction to Sociology are
       recommended to meet this requirement.
COM 100 Introduction to Human Communication
[After] While COM 100 Introduction to Human Communication is   3
       recommended, any communication course can be used to
       meet this requirement.
[After] Any of the courses listed above, OR World Languages can be   3
       used to meet the remaining 3 credit hour requirement.

Lower Division Requirements (15 credits)

ACC 131 Principles of Accounting
BSA 131 Introduction to Business
CSA 110 Introduction to Computer Information Systems
ECN 232 Business Statistical Analysis
ECN 236 Principles of Economics - Micro

Lower Division Electives (29 credits)

- All electives need to be 100-level or above. Students are encouraged to see an academic advisor to assist with selecting the most appropriate courses.
- THR, DAN, PHE, and REC are limited to a total of 4 activity-based credits hours.
- Practicums, internships, project classes, private/applied music lessons, and music ensembles are limited to a total of 6 credit hours.

- The following courses are recommended to meet a portion of the lower-division electives:

ART 129 Digital Drawing and Painting
ART 130 Web Design
ART 131 Graphic Design I
ART 132 Graphic Design II
ART 137 Adobe Photoshop I
ART 139 Fundamentals of Video Editing
ART 230 Graphic Design III
ART 231 User Experience Design
BSA 237 Legal Environment of Business
FMA 108 Social Media Planning and Implementation
FMA 116 The Business of Content Creation
FMA 134 Immersive Transmedia Storytelling
MGT 188 Competitor Differentiation
MGT 231 Social Media Marketing
MGT 240 Principles of Marketing
MGT 280 Marketing Tactics and Techniques
PHI 110 Critical Thinking in a Digital Age
VGD 280 Game Design Documentation and Marketing

Summary of __New__ Program Proposal for

Foundations of Leadership Certificate

The Management - Foundations of Leadership Certificate is designed to provide aspiring leaders and early-career professionals with the essential skills and knowledge required to excel in leadership roles across various organizational settings. This online certificate program focuses on laying a strong foundation in leadership principles, emphasizing practical skills and real-world applications. Coursework covers basic leadership theories, effective communication, team collaboration, problem-solving, and ethical decision-making.

Credit Hours Required: 3

Program Requirements

LDR 111 Leadership & Innovation
LDR 112 Leadership & Collaboration
LDR 113 Leadership & Communication

Program Outcomes

Upon successful completion of the Foundations of Leadership Certificate, the learner will be able to:

1. Demonstrate the use of leadership skills in various workplace settings.
2. Identify ways to create a work atmosphere that stimulates creativity and innovation.
3. Apply various communication techniques for a leadership position.
4. Identify essential elements of a leadership role.

President

Signature: _____ Date: J.1.24

☒ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

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Upper Division Requirements (30 credits)

Students must complete **30 credit hours** of upper-division courses.

BSA 300 Global Environment of Business
BSA 305 Principles of Finance
BSA 310 Logistics and Supply Chain Theory
BSA 360 Project Management Essentials
BSA 394 Mentorship: Business
BSA 400 Business Policy and Strategic Planning
BSA 410 Business Analytics
BSA 496 Internship Capstone
LDR 300 Fundamentals of Leadership
MGT 340 Marketing Management

Digital Marketing Upper Division Requirements (15 credits)

MKT 310 Digital Marketing Landscape
MKT 320 Digital Audience Strategy
MKT 410 Brand Strategy: Tactics and Digital Tools
MKT 420 Neuromarketing and Social Media Management
MKT 430 Digital Marketing Data and Analytics

President

Signature: _____ Date: 2·1·24

☒ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Media and Extended Realities Certificate

The Media and Extended Realities Certificate offers students a comprehensive curriculum focused on digital design, extended realities (XR) development, and 3D modeling. Students will learn about architecture, lighting, sound design, hardware components for XR, 3D visualization software, and will culminate their studies with an experiential capstone project. This program equips graduates with the skills and knowledge necessary for a career in the field of digital design and extended realities.

Credit Hours Required: 33

Program Requirements (33 credit hours)

Program Requirements

    ART 130 Web Design
    ART 233 UX Design
    CSC 105 Introduction to Programming
    CSC 125 C# Fundamentals
    MET 200 SolidWorks for Non-Engineers
    [Left]   or
    EGR 180 CAD (Computer Aided Drafting) with SolidWorks
    MXR 110 Digital Environmental Design
    MXR 210 Programming for Extended Realities
    MXR 220 3D Simulation and Visualization
    MXR 230 Advanced XR Projects
    VGD 151 3D Modeling and Animation
    VGD 180 Game Theory and Design Principles

Program Outcomes

Upon successful completion of the Media and Extended Realities Certificate program, the learner will be able to:

1. Create immersive environments using fundamental architectural principles including temporal and narrative pacing, and lighting and sound design.
2. Deploy extended reality (XR) applications using industry-standard platforms and devices.
3. Craft a comprehensive user experience.
4. Create 3D models and assets for use in digital experiences.
5. Utilize industry-standard 3D visualization software.
6. Develop collaboration skills.
7. Develop extended reality (XR) project management skills.

President

Signature: _~~Lu B Rhone~~_   Date: _J.1.24_

☒ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

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Summary of __New__ Program Proposal for

Agriculture Technology Management Certificate

The Agriculture Technology Management Certificate prepares students for work in the agriculture science, business, and technology of plant and animal production and/or about the environmental and natural resources systems industry.

Note: The Agriculture Technology Management Certificate will replace the AAS transfer degree.

Credit Hours Required: 36

Program Requirements (36 credits)

AGS 120 Introduction to the Animal Industry
AGS 157 Community Supported Agriculture
AGS 202 Summer Horticulture
AGS 215 Agricultural Mechanics
AGS 250 Horticulture Fall Production
AGS 252 Horticulture Spring Production
AGS 261 Aquaculture Science
AGS 264 Aquaculture Management
AGS 280 Zoo and Domestic Animal Care
AGS 282 Zoo and Domestic Animal Behavior

Program Outcomes

Upon successful completion of the Agriculture Technology Management Certificate program, the learner will be able to:

1. Manage an extensive agriculture facility.
2. Rear fish from egg to market.
3. Develop a water delivery and quality management system.
4. Propagate plants sexually and asexually.
5. Develop and implement an integrated pest management system.
6. Develop and implement a comprehensive management program for exotic and domestic animals.

President

Signature: _____ Date: 2·1·24

☒ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Summary of __New__ Program Proposal for

Media Editing and Post-Production Certificate

The Media Editing and Post-Production Certificate prepares students for entry-level employment in the post-production field. Coursework provides hands-on training to create engaging content across platforms including film, television, and social media.

Credit Hours Required: 16

Program Requirements

FMA 107 Post-Production
FMA 119 Sound Design for Media
FMA 138 Motion Graphics
FMA 207 Post-Production II
FMA 139 Fundamentals of Video Editing
FMA 239 Post-Production Workflow

Program Outcomes

Upon successful completion of the Media Editing and Post-Production Certificate program, the learner will be able to:

1. Create quality media productions, including skills in story development, producing, cinematography, editing, and audio production/post production.

2. Create a short TV or film production including pre- production schedule and budget documentation.

3. Collaborate on media project productions, including working in groups and engaging with stakeholders.

4. Develop content utilizing professional level post-production applications.

5. Describe how to fix footage film for television and media projects.

President

Signature: _~~Lu B Rhune~~_ Date: _2.1.24_

☒ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved   ☐ Not Approved

☐ Approved/Change Noted: _____

Summary of __New__ Program Proposal for

Script Supervisor Certificate

This certificate prepares students for employment as a Script Supervisor. This hands-on certificate covers the duties and skills of the script supervisor from pre-production through production. This includes knowledge of screenwriting format and structure, breaking down the script, department roles and the basic language of continuity including eyelines, space, motion, time, action, and dialogue.

Credit Hours Required: 9

Program Requirements

FMA 102 Production I
FMA 103 Screenwriting I
FMA 110 Pre-Production

Program Outcomes

Upon completion of the Script Supervisor Certificate program, the learner will be able to:

1. Exhibit a working knowledge of filmmaking equipment.

2. Create a short TV or film production including pre- production schedule and budget documentation.

3. Create a short screenplay.

President

Signature: _____ Date: 2·1·24

☐ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Summary of __New__ Program Proposal for

Women's Health Imaging Certificate

The Women's Health Imaging Certificate program is comprised of two courses designed as facilitated and self-directed learning for radiologic professionals who are in good standing with the American Registry of Radiologic Technologists (ARRT). The program, which can be completed in one semester, offers both didactic coursework and clinical skills experiences necessary to prepare the student to challenge the ARRT Advanced Registry in Mammography.

The certificate program also fulfills the 40-hour initial mammography training mandated by the Mammography Quality Standards Act and Program (MQSA).

Note: For an application packet and detailed program information, visit www.yc.edu/radiology.

Credit Hours Required: 7

Program Requirements

ICE 250 Mammography Initial Training
ICE 255 Mammography Clinical Education

Program Outcomes

Upon successful completion of the Women's Health Imaging Certificate program, the learner will be able to:

1. Attain the clinical competency of an entry-level Mammography technologist.

2. Apply theoretical knowledge and critical-thinking skills to produce quality studies.

3. Successfully challenge the ARRT Post-Primary Certification Examination.

President

Signature: _____ Date: 1·25.24

☒ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Yavapai College
Provost

Date: January 23, 2024
To: Dr. Lisa Rhine
From: Dr. Douglas Berry, Provost
RE: Curriculum Proposal – New Programs (Addendum)

The following curriculum proposal has been reviewed by the appropriate faculty, Associate Vice President, Dean and the Curriculum Committee. I recommend approval of the Legal Paraprofessional Certificate – Juvenile Dependency Concentration.

Overview of New Programs (Provost)

Legal Paraprofessional Certificate – Juvenile Dependency Concentration
The Legal Paraprofessional Certificate is designed to meet the educational requirements for students to be eligible to become licensed Legal Paraprofessionals, as well as to provide a robust course of study for those already having a Bachelor's or Associate Degree and who desire to obtain positions as Paralegals in the legal and business world.

Legal Paraprofessional Certificate – Juvenile Dependency Concentration

The Legal Paraprofessional Certificate is designed to meet the educational requirements for students to be eligible to become licensed Legal Paraprofessionals, as well as to provide a robust course of study for those already having a Bachelor's or Associate Degree and who desire to obtain positions as Paralegals in the legal and business world.

Credit Hours Required: 27-30

Core Program Requirements (21 credits)

LAW 100 Introduction to Paralegal Studies
LAW 103 Ethics and the Law
LAW 217 Legal Research & Writing I
LAW 218 Legal Research and Writing II
LAW 220 Civil Procedure I
LAW 221 Civil Procedure II
LAW 232 Evidence

Advocacy (3 credits)

Students must have 120 hours in the area of advocacy under the supervision of an attorney. Students can pick either course to satisfy this requirement. If there is more than one area of advocacy, students may take LAW296 up to 6 credits.

LAW 291 Trial Advocacy
[After]   **OR** LAW 296 - Internship: Paralegal Studies **Credits: 3**

Select one Legal Paraprofessional Concentration and complete the requirements (3-6 credits)

Juvenile Dependency Law

LAW 214 Juvenile Dependency Law

Program Outcomes

Upon successful completion of the Legal Paraprofessional Certificate program, the learner will be able to:

1. Demonstrate analytical and judgment abilities as a legal professional.
2. Apply knowledge and understanding of substantive law and legal principles in one or more areas of practice.
3. Produce legal documents that meet professional standards, reflect accurate legal research, and are in correct format.
4. Act in a professional manner consistent with applicable ethical standards.
5. Demonstrate proficiency using software and technology available to the legal profession.

President

Signature: _____ Date: 2.1.24

☐ Approved ☐ Not Approved

☐ Approved/Change Noted: _____

Governing Board

Board Meeting Agenda: _____ Date: _____

☐ Approved ☐ Not Approved

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