

**Yavapai College**  
District Governing Board  
Regular Meeting

Tuesday, October 29, 2024  
1:00 p.m.

The meeting location will be open to the public at 12:45 p.m. at the latest.

Livestream Link:

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

**Verde Valley Campus**  
**M-137**  
**601 W. Black Hills Dr.**  
**Clarkdale, AZ**

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 – {Time: 10}
2. Study Session
  - a. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
    - i. College Council – Dr. Douglas Berry, Dr. Marylou Mercado, Dr. Janet Nix, and Mr. Rodney Jenkins
      1. Faculty Senate – Dr. Alex Barber, Faculty Senate President (*Attached*)
      2. Staff Association – Ms. Bobbi Evans, Staff Association Representative (*Attached*)
      3. Student Government Association – Mr. Conner Bustamante, Treasurer of Yavapai College Student Government Association (*Attached*)
    - ii. Budget to Actual Monthly Report and Cash Reserves Monthly Report (*Attached*)
  - b. 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
  - c. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}
    - i. 2024-2025 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats (*Attached*)
    - ii. 2024-2025 Dates, Times, and Places of Future College Events (*Attached*)
    - iii. 2024-2025 Dates, Times, and Places of Future National, State, and Local Events (*Attached*)
3. Board Business
  - a. Bachelor of Applied Science in Business – Optimized 92 Credit Hour Degree – Dr. Doug Berry, Provost - **INFORMATION, DISCUSSION, AND DECISION** {Time: 30} (*Attached*)
  - b. Preliminary Budget Assumptions & Proposed Scholarship, Tuition, Fees, and Discounts for Fiscal Year 2026 – Dr. Clint Ewell, Vice President of Finance – **INFORMATION, DISCUSSION, AND DECISION** {Time: 60} (*Attached*)

- c. Yavapai College Past President Tribute – Mr. Rodney Jenkins, Vice President of Community Relations and Student Development - **INFORMATION, DISCUSSION AND DECISION** {Time: 15}
  - d. Consent Agenda – **DECISION** {Time: 5}
    - i. Regular Meeting Minutes – Tuesday, September 24, 2024 (*Attached*)
    - ii. Board Executive Session Confidential Minutes – Real Estate - Tuesday, September 24, 2024
    - iii. Board Executive Session Confidential Minutes – President Goals - Tuesday, September 24, 2024
    - iv. 2024-17 Yavapai College District Governing Board Resolution (*Attached*)
    - v. Yavapai College Summary of New Program Proposals (*Attached*)
      - 1. Limited X-Ray Machine Operator Certificate
    - vi. Acceptance of President’s Report on College Council for 2023-2024 (*Attached*)
    - vii. Receipt of Report on Revenues and Expenditures for September 2024 (*Attached*)
  - e. Executive Session
    - i. A.R.S. §38-431.03(A)(7) and §38-431.03(A)(3), Discussion and Consultation with College Representatives Regarding Legal Advice and Potential Lease and/or Purchase of Real Property, or Properties, in Prescott – **PROCEDURAL** {Time: 60}
  - f. Reconvene in Public Session
    - i. Possible Action: Confirm Instructions to College Representatives Regarding Negotiations for Potential Lease and/or Purchase of Real Property, or Properties, in Prescott, as the Result of Executive Session – **DECISION** {Time: 5}
4. Adjournment of Board Regular Meeting: Procedural - **DECISION** {Time: 1}

# Faculty Association Update

# 2024-2025 FA Senate Officers



Alex  
Barber,  
President



Heather  
Leavitt, Vice  
President of  
External  
Affairs



Bambi Pish-  
Derr, Vice  
President of  
Internal  
Affairs



Philip  
Reid,  
Treasurer



Brandelyn  
Andres,  
Secretary

# Continuing Faculty

The faculty in consideration for Continuing service are working to complete their Professional Portfolio's. The names will be announced November – December 2024.

# 2024-25 Projects

- A potluck for all faculty and staff in Building 3 on the Prescott campus is scheduled for Monday, October 28th
- Faculty will be attending a performance of Anastasia in November
- Working with the Staff Association in support of the holiday celebration and food drive in December
- Faculty nomination under way for S.A.M. awards.
- Faculty to attend a sports game in Spring



# Faculty Highlights



# Jason Whitesitt

Jason Whitesitt is one of YC's Professors of English & Humanities programs and leaders for the College Honors Program. Jason works out of the Verde Valley Campus and is a 2017 NISOD winner. Recently, one of his former students was nominated for a Pulitzer Prize.

Last month, one of Jason's former students, Rebecca Spiess earned a Pulitzer Nomination for a series of compelling stories on the homeless in Pittsburgh Pennsylvania. Rebecca credits part of her success as starting at Yavapai College.

Jason Whitesitt was one of her professor's and remembers she stood out as "someone with the mindset and ability to make the world a better place."



The Faculty Association recognizes Jason's work as a teacher and mentor who helped to guide Rebecca and many other unsung writers in working to make the world a better place. Thank you Jason!

# Jessica Hawk

Jessica Hawk is a Laboratory Coordinator and Biology 156 instructor in the Department of Math and Science. She is leading her students on boosting the reputation of YC as being eco-friendly.

Jessica and her students have stepped up to starting a battery recycling program for YC when they realized there was no place to dispose of lithium ion, alkaline, and nickel cadmium batteries. Jessica and her team of students are in the early stages of the program and will be submitting a proposal for approval with intent of distributing battery drop boxes to key points on the Prescott Campus. Initiatives of type have significant results in the future.



The FA acknowledges mentorship work of Jessica with her students in improving YC and taking on and starting a challenging initiative to improve our community.

# Jared King



Jared King is one of YC newest faculty and teaches Autobody at the CTEC campus. He is a respected auto body technician with an extensive background in high end car care. In the very short time of being with YC, Jared has improved an outstanding program. He has incorporated the latest trends and techniques in autobody repairs into the classroom ensuring every student is actively involved in a project as an individual and team member. Jared has received high praise from his students and co-workers for his attention to detail and patience in teaching, specifically the Mountain Institute students. All are encouraged on their next trip to the CTEC campus to visit the Autobody shop under the guidance of Jared King.



# YCSA Retreat September 2024





# Go Team! Cheerleading and Leadership in the Workplace

Presenters: Carol Beard and Ginney Bilbray

## Leadership Lessons from Cheerleading

Teamwork  
Communication Skills  
Motivation and Encouragement  
Adaptability  
Responsibility  
Commitment and Dedication  
Problem-Solving  
Empathy  
Positive Attitude  
Respect

Leadership by Example  
Pride and Spirit  
Problem-Solving  
Empathy  
Positive Attitude  
Respect  
Time Management  
Perseverance  
Inclusivity





# Highlights From the Retreat

Icebreaker: Megaphone Compliments

Presentation on Leadership Lessons from Cheerleading

Presentation on Leadership Qualities Exemplified in Cheerleading

Applying Cheerleading Principles to Work

Facilitated Discussion: How leadership lessons and cheerleading principles (e.g., encouragement, support, enthusiasm) can be applied to enhance teamwork and morale in our workplace.



# Student Government Association 24-25

- Senate Update
- Initiatives



# YC Senate Results

- **Ziyana De Los Reyes Guerrero** – Online
- **Tammy Brocket** – Prescott Valley
- **James Boglivi** – Chino/ CTEC
- **Elias Kline** – Prescott/ Res Halls
- **Anthony Olstadt** – Verde Valley/ Sedona



# Initiatives

- Online Engagement
- Resource Messages
- Podcast



**Yavapai College  
Budget to Actual Status by Fund  
September 2024**

The President's Monthly report below provides a brief financial status of each of the District's five funds as of September 30, 2024.

Source: Monthly Revenue and Expenditure  
Financial Reports

General Fund



As of September 30, 2024, the General Fund has a surplus of \$479,400. This is primarily the result of tuition and fee revenues being recorded for the fall 2024 semester. Institutional Support and Operation & Maintenance of Plant expenditures above budget due to the payment and or encumbering of various expenses at the beginning of the fiscal year (e.g. insurance, software licenses, IT maintenance, dues, fuel, etc.). These expenses and encumbrances will even out over the remaining fiscal year.

For the fiscal year ended June 30, 2025, the General Fund is projected to be within budget.

Auxiliary Fund



As of September 30, 2024, the Auxiliary Fund has a small surplus due to the collection of the fall 2024 semester room revenues. This will even out over the next several months. For the fiscal year ended June 30, 2025, the Auxiliary Fund is projected to be within budget.

Unexpended Plant Fund



As of September 30, 2024, the Unexpended Plant Fund has a surplus of \$3,443,200 due to the 2024 revenue bond proceeds that were received in August 2024. These funds will be used for various Capital Improvement and Preventative Maintenance projects, including the Prescott Center for Learning and Innovation

For the fiscal year ended June 30, 2025, the Unexpended Plant Fund is projected to be within budget.

## Restricted Fund



The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of September 30, 2024, the Restricted Fund has a small surplus and is expected to be within budget for the fiscal year.

## Debt Service Fund

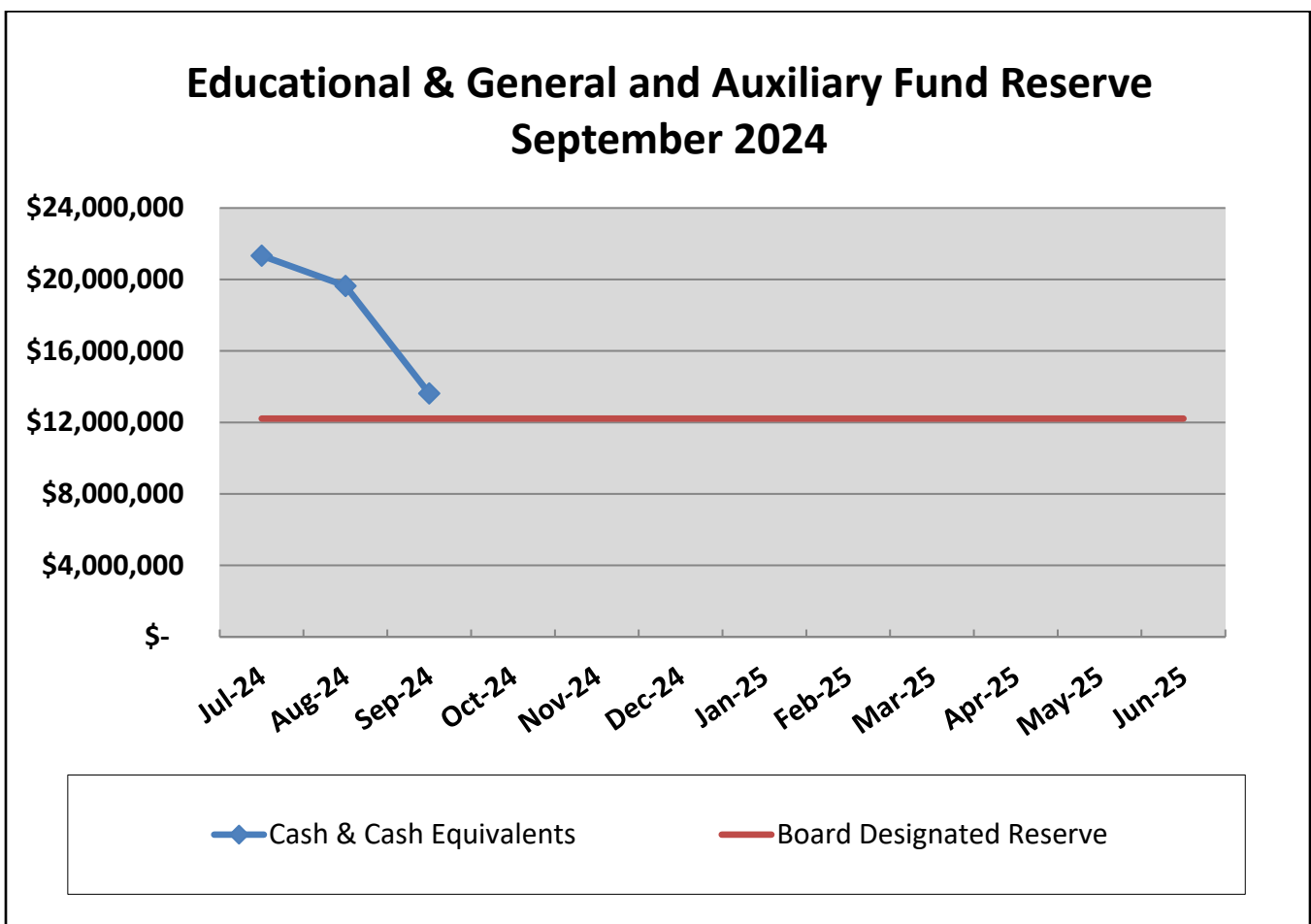


The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—as of September 30, 2024, there were no variances from budget.

## Yavapai College Cash Reserves September 2024

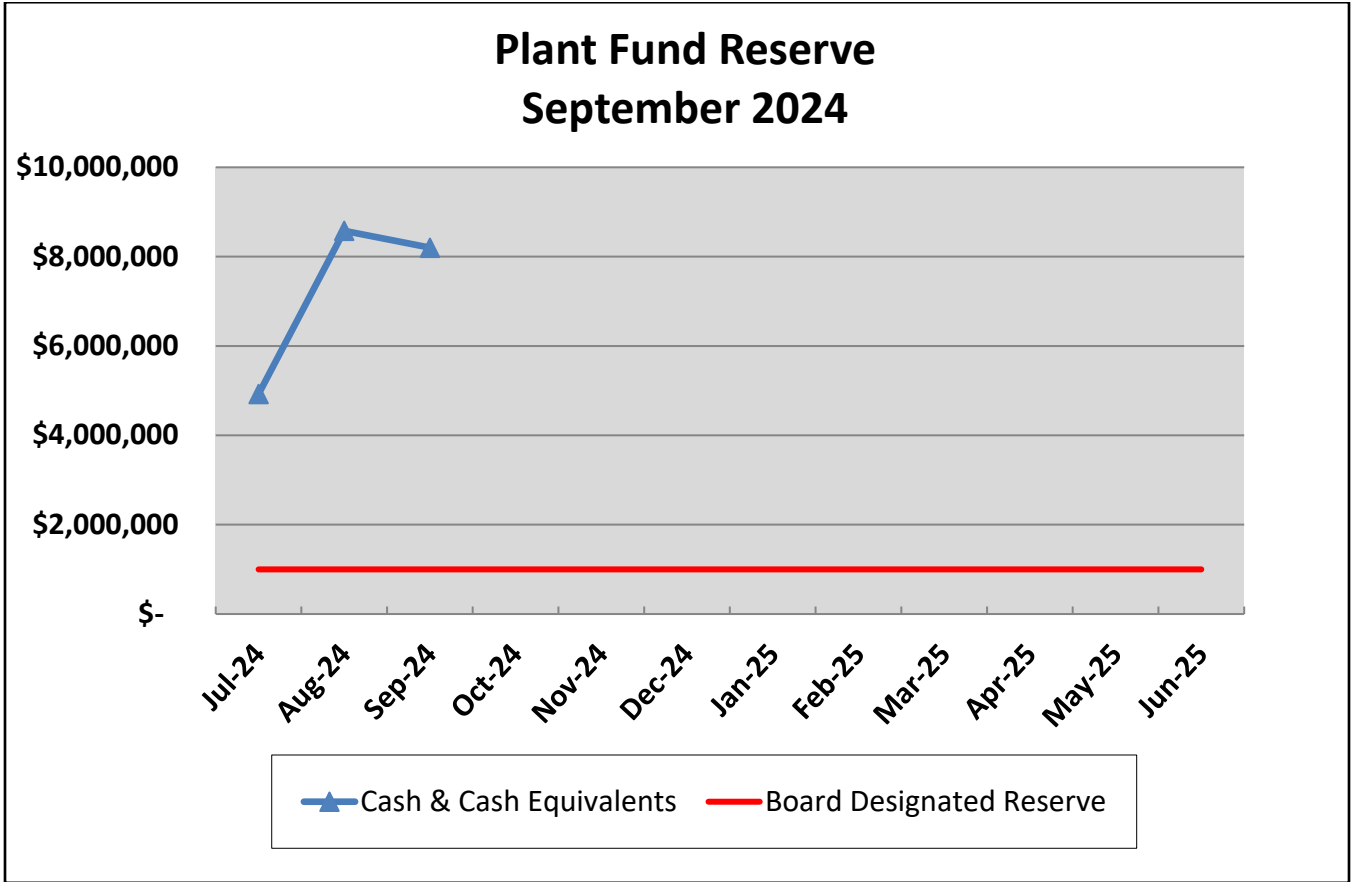
The President's monthly report on cash reserves below displays the District's reserves at September 30, 2024, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



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

As of September 30, 2024, Current Fund reserves have exceeded the DGB's reserve requirements.



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

As of September 30, 2024, Plant Fund reserves have exceeded the DGB's designated reserve.

# 2024-2025

## District Governing Board Calendar Dates

Dates, Time, and Location	Board Study Sessions	Board Meeting Type
<b>Tuesday, November 19, 2024 **</b> 1:00pm <b>Rock House</b>	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
<b>Wednesday, December 11, 2024</b> 5:00pm – 7:00pm <b>TBA</b>		Board Dinner
<b>Tuesday, January 28, 2025</b> 9:00am – 4:00pm <b>Rock House</b>		<b>Elections, Budget, Policy &amp; Attorney Education Workshop</b>
<b>Tuesday, February 25, 2025</b> 1:00pm <b>Rock House</b>	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
<b>Tuesday, March 25, 2025</b> 1:00pm <b>Clarkdale Campus</b>	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
<b>Tuesday, April 22, 2025</b> 1:00pm <b>Rock House</b>	Study Session 1:00-3:00pm	Business Meeting 3:00-4:00pm
<b>Tuesday, May 27, 2025</b> 1:00pm <b>Rock House</b>		Truth in Taxation & Budget Public Hearing/Adoption Business Meeting
<b>Thursday, May 29, 2025</b> 9:00am-4:00pm <b>Rock House</b>		<b>Board Self-Assessment Workshop</b>

Third Tuesday is Thanksgiving Week \*\*

**DATES AND PLACES OF COLLEGE HOSTED EVENTS – FY 2024-2025**

<b>TYPE OF EVENT</b>	<b>DATE/DAY/TIME/LOCATION</b>
<b>Ruff's Haunted House/Halloween Festivities</b>	<b>October 31, 2024 @ 4 PM – 9 PM / Prescott Campus</b>
<b>Anastasia</b>	<b>November 8-10 &amp; 15-17, 2024/ Jim &amp; Linda Lee PAC</b>
<b>Dionne Warwick</b>	<b>November 22, 2024 / Jim &amp; Linda Lee PAC</b>
<b>Let the Season Begin</b>	<b>December 6 &amp; 7, 2024 / Jim &amp; Linda Lee PAC</b>

**LIST OF DATES AND PLACES OF NATIONAL, STATE, AND LOCAL CONFERENCES, CONGRESSES, WEBINARS, SEMINARS AND EVENTS – FY 2024-2025**

<b>TYPE OF EVENT</b>	<b>DATE/DAY/TIME/LOCATION</b>
National Legislative Summit 2025	Sunday, February 9 – Wednesday, February 12, 2025 Location: Washington, DC – Marriott Marquis



# Yavapai College

## Provost

Date: October 15, 2024  
To: Dr. Lisa Rhine  
From: Dr. Douglas Berry, Provost  
RE: Curriculum Proposal – New Program

The following curriculum proposal has been reviewed by the appropriate faculty, Associate Vice President of Instruction and Early College, and the Curriculum Committee. I recommend approval of the Bachelor of Applied Science in Business.

### Overview of New Program

#### Bachelor of Applied Science in Business

The Higher Learning Commission recently approved a new initiative aimed at advancing higher education to meet the evolving needs of students and institutions. As a future-focused institution, Yavapai College's executive leadership team strives to be a leader in the community college sector, prioritizing what is best for our students while setting a standard for other colleges to follow.

The Bachelor of Applied Science is an optimized 92-credit degree program designed to provide students with focused business skills and practical application, preparing them for leadership roles and career advancement. The curriculum emphasizes core business concepts and hands-on learning experiences to meet the demands of today's dynamic workforce.

Summary of **New** Program Proposal for

## **Bachelor of Applied Science in Business**

The Bachelor of Applied Science is an optimized 92-credit degree program designed to provide students with focused business skills and practical application, preparing them for leadership roles and career advancement. The curriculum emphasizes core business concepts and hands-on learning experiences to meet the demands of today's dynamic workforce.

**Credit Hours Required: 92**

### **General Education Requirements (AGEC) (32 credits)**

- Written Communication **Credits: 6**
- Quantitative Reasoning **Credits: 3**
- Natural Sciences **Credits: 4**
- Arts and Humanities **Credits: 6**
- Social and Behavioral Sciences **Credits: 6**
- Institution of the Americas **Credits: 3**
- Options: Oral Communication/Languages/Natural Sciences/Arts & Humanities/Social & Behavioral Sciences as needed to align for transfer **Credits: 4-7**

### **Lower Division Requirements (15 credits)**

ACC 131 Principles of Accounting I  
BSA 131 Introduction to Business  
BSA 225 Professional Productivity Solutions  
ECN 232 Business Statistical Analysis  
ECN 236 Principles of Economics-Micro

### **Business Foundations Requirements (15 credits)**

BSA 237 Legal Environment of Business  
MGT 140 Organizational Behavior  
MGT 220 Principles of Management  
MGT 233 Business Communication  
MKT 240 Principles of Marketing

## Upper Division Requirements (30 credits)

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  
[After] BSA 494 - Capstone Project: Business or BSA 495 -  
Research Project: Business or BSA 496 - Internship  
Capstone: Capstone **Credits: 3**  
LDR 300 Fundamentals of Leadership  
MKT 340 Marketing Management

## Program Outcomes

1. Demonstrate advanced knowledge and skills in core functional areas of business.
2. Apply critical thinking skills in complex business-related situations.
3. Demonstrate ability to analyze information for effective decision-making.
4. Demonstrate effective professional communication skills.
5. Demonstrate ethical approaches to decision-making.
6. Apply technological tools for effective support of the business environment.

### YC President

Signature: \_\_\_\_\_



Date: \_\_\_\_\_

10.16.24

Approved  Not Approved

Approved/Change Noted: \_\_\_\_\_

### District Governing Board

Board Meeting Agenda: \_\_\_\_\_

Date: \_\_\_\_\_

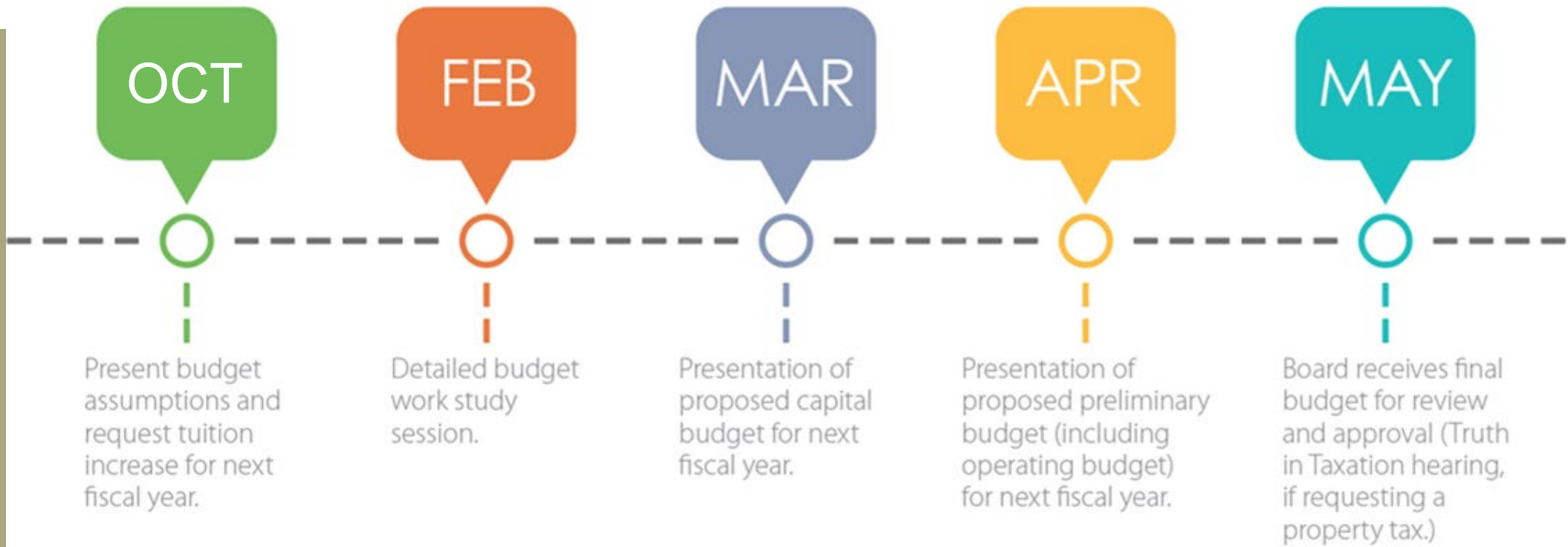
Approved  Not Approved

Approved/Change Noted: \_\_\_\_\_

# FY26 Budget Assumptions and Tuition Proposals

Prepared for the District Governing Board

October, 2024



## Budget Timeline

# Revenues



Property Taxes  
\$56,735,800

Tuition & Fees  
14,111,000

Federal  
Government,  
12,295,800

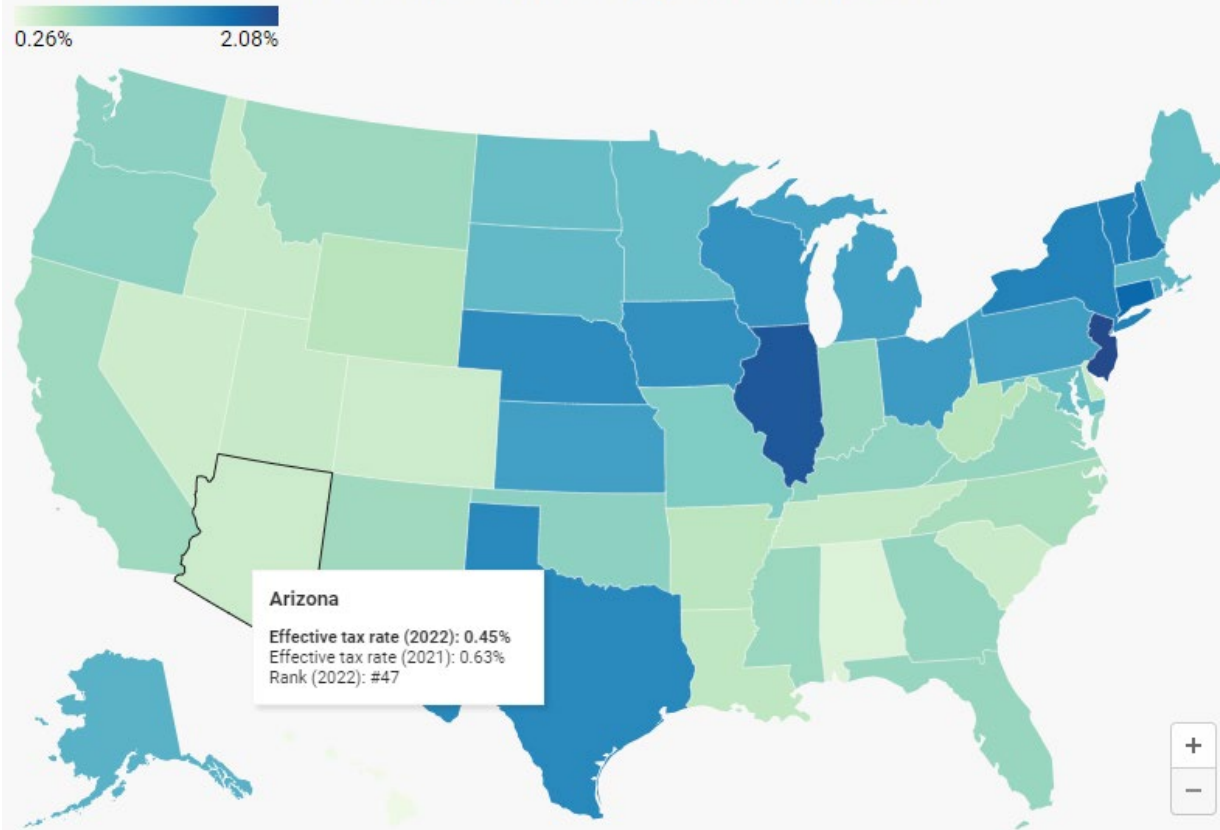
State Government  
8,022,500

Other  
26,455,600

Fund Balance  
9,171,300

## How High Are Property Taxes in Your State?

Property Taxes Paid as a Percentage of Owner-Occupied Housing Value, 2022



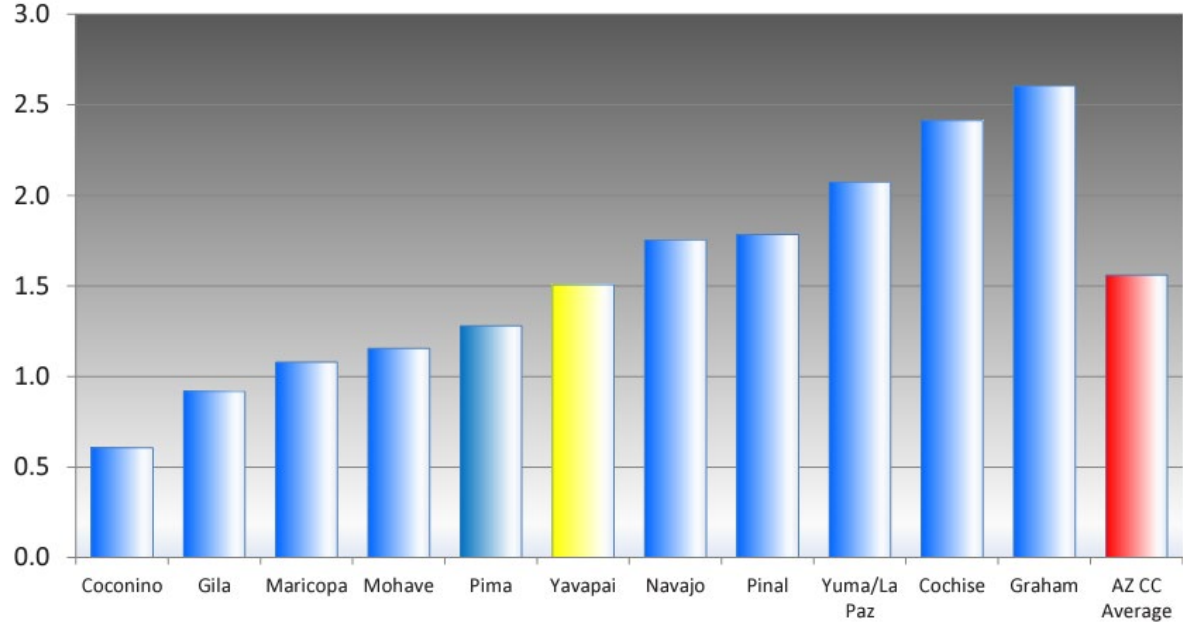
Note: The figures in this table are mean effective property tax rates on owner-occupied housing (total real taxes paid/total home value). As a result, the data exclude property taxes paid by businesses, renters, and others. DC's rank does not affect states' ranks, but the figure in parentheses indicates where it would rank if included.

Source: US Census Bureau, 2022 American Community Survey; Tax Foundation calculations.

[Embed](#) • [Download image](#) • [Get the data](#)

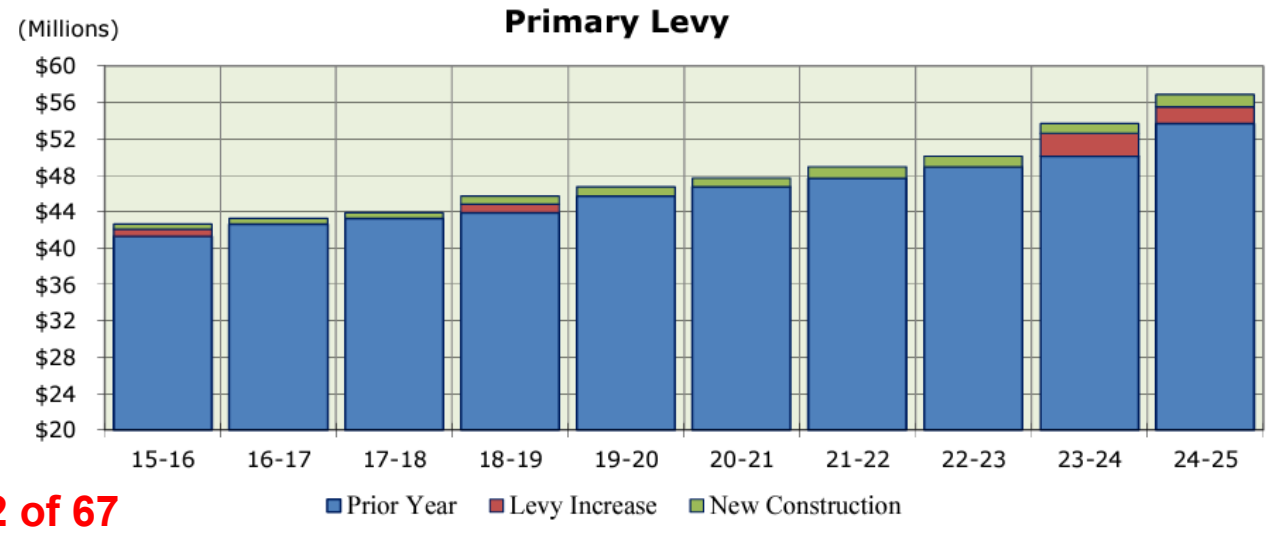


**Arizona Community College  
2024 Primary Property Tax Rates  
(in mils)**



Source: FY2023-24 Arizona Community Colleges State Aid Request

The College uses Primary Property Taxes to support General Fund and Plant Fund activities.

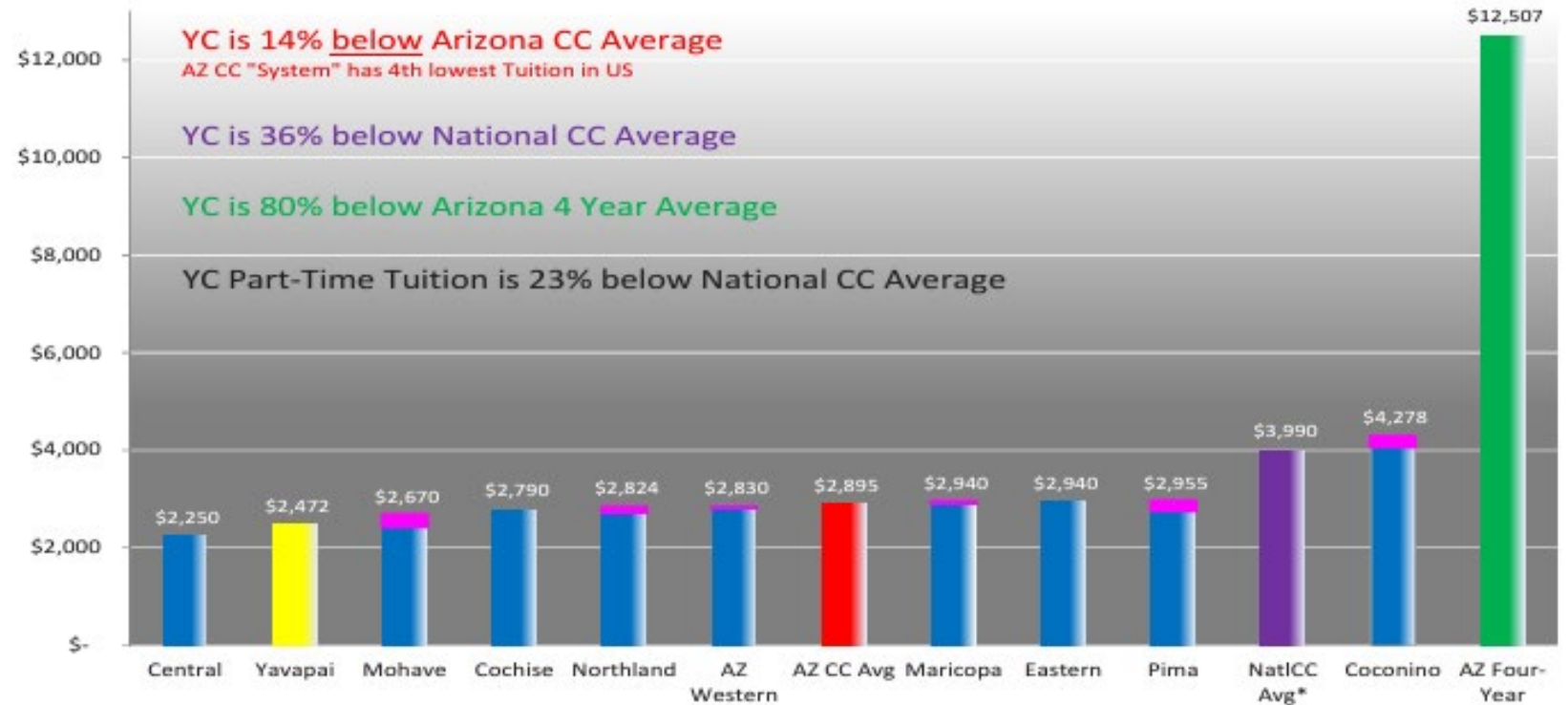




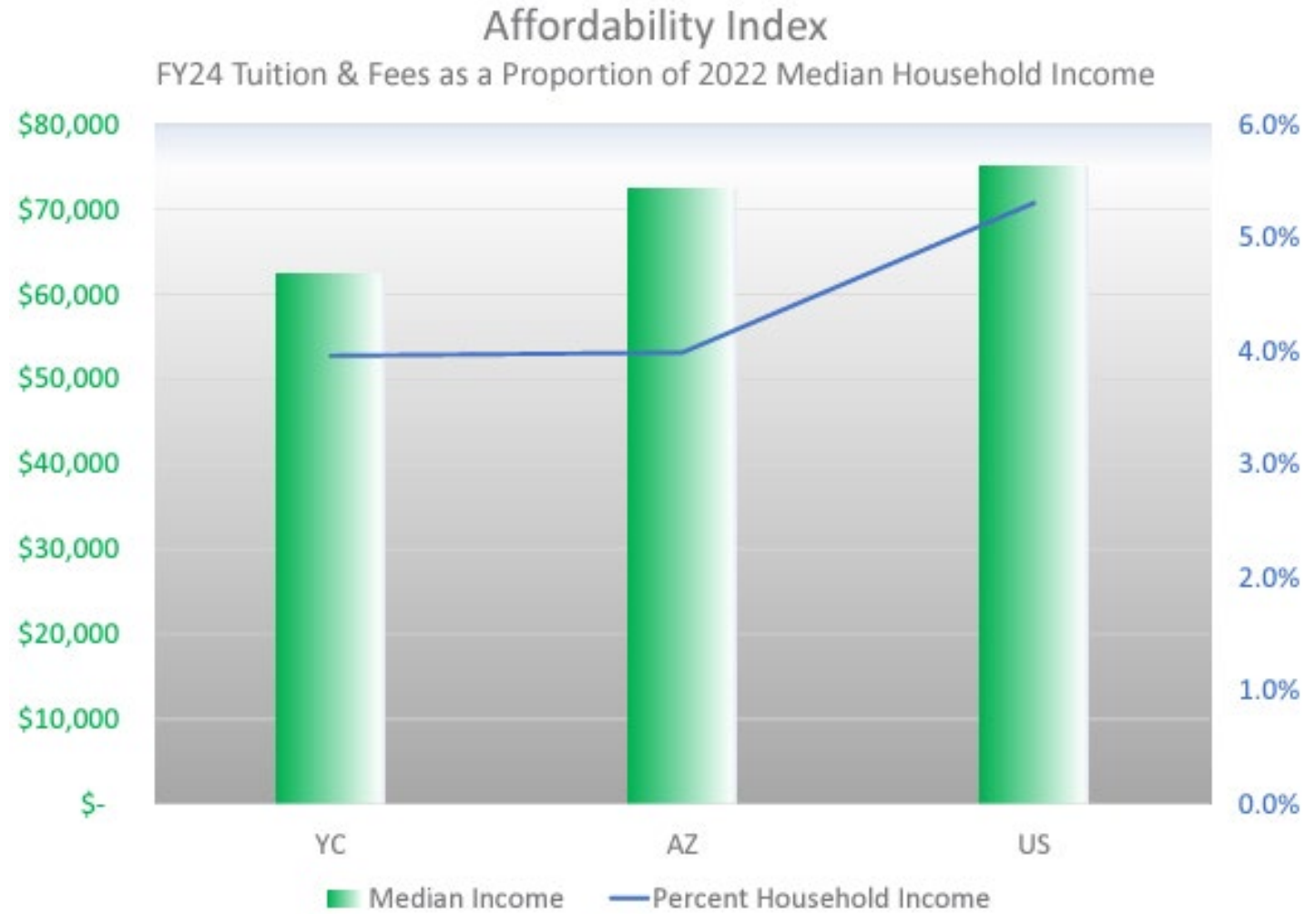
# Price Competitive

## Weighted Annual Tuition and Fees - FY2023-24

Full Time - 30 Credits



Accessible



# FY2026 Budget Assumptions

	Forecasted	
Changes in Revenues and Expenses		
		FY26
<b>Revenues</b>		
Property Tax	New Construction	\$ 1,392,904
	Increase Levy 1%	\$ 567,358
Tuition	Price @ 5%	\$ 705,550
	Growth @ 7%	\$ 1,037,159
State		\$ 162,000
REDC		\$ (50,000)
	<b>Sub Total</b>	<b>\$ 3,814,970</b>

# Tuition Pricing Goals

- **Be transparent**
  - Very few course/program fees
- Remain **price-competitive**
- **Be Accessible**
  - Keep price affordable
    - i.e. reflect lower county wages

# Lower Division Tuition & Fee Recommendations

- **In-State Tuition Increases**
  - 3 Tiers
    - 1: General Education \$5
    - 2: Lab Based \$6
      - move GEO103/212, ACC, BSA, ECN, LDR, MGT, MKT from T1 to T2
    - 3: CTE/ Allied Health \$7
  - **Market Based**
    - GST: \$15
    - LPN: \$10
    - NSG: \$10
    - RAD: \$17
  - General Fees – not applicable
- **Out-of-State**
  - WUE \$8, \$9, \$10
  - Non-WUE: \$19, \$20, \$20

## Upper Division Recommendations

### Tier 4: Upper Division Business & CIS

- In-state \$7
- WUE \$10
- Non-WUE \$10

### Upper Division Nursing

- In-state \$38
- WUE n/a
- Non-WUE \$38

## Discounts

- Senior Citizen discount: 50%
- Dual Credit: >90% (charge \$10/ credit)
- Online concurrent discount: 50%
- **Face-Face Tier 1 Concurrent: move from 25% to 50%**
- FT students: 20%+
- **Eliminate non-WUE 6-Credit-or-less Discount**
- Volume discounts

## Scholarships

- YC Promise
- Workforce Promise
- Earn to Learn: For Bachelor Degree Students

# Fees

## Course Fees

- Aviation:
  - 12.1% commercial
  - 31.5% private
- FSC 105: 5%
- CDT 200/ CDT250: 5%
- MUS Lessons 5%

## Administrative Fees

- CLEP from \$25 to \$95
- Proctor from \$25 to \$50
- Diploma replace from \$15 to \$35
- Official Transcript from \$10 to \$15



# Auxiliary Services

- Residence Halls: 0%
  - Includes parking, laundry, internet, utilities, security
- Meal Plans: +18%
- Family Enrichment Center: +5%

# Request Approval

- In-State:
  - Lower Division: \$5, \$6, \$7
    - move GEO103/212, ACC, BSA, ECN, LDR, MGT, MKT from T1 to T2
  - Upper Division
    - BUS/ CIS \$7
    - NSG \$38
- Out-of-State:
  - WUE
    - Lower Division \$8, \$9, \$10
    - Upper Division
      - BUS/ CIS \$10
  - Non-WUE
    - Lower Division: \$19, \$20, \$20
    - Upper Division:
      - BUS/ CIS: \$10
      - NSG \$38
- Market-Based:
  - GST – \$15
  - LPN - \$10
  - NSG - \$10 LD, \$38 UD
  - RAD- \$17
- General Fees: n/a
  - CLEP \$70
  - Proctor \$25
  - Diploma \$20
  - Transcript \$5
- Discounts & Scholarships
  - F-F Concurrent 25%
  - Eliminate non-WUE OOS discount
- Course Fees
  - AVT:
    - 12.1% commercial
    - 31.5% private
  - CDT 200/250: 5%
  - FSC105: 5%
  - MUS Lessons: 5%
- Auxiliaries
  - Food 18%
  - Residence Halls 0%
  - FEC 5%



# Thanks

**Yavapai College**  
District Governing Board  
Regular Meeting

Tuesday, September 24, 2024  
1:00 p.m.

The meeting location will be open to the public at 12:45 p.m. at the latest.

Livestream Link:

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

**Prescott Campus**  
**The Rock House**  
**1100 E. Sheldon Drive**  
**Prescott, AZ 86301**

**Members Present:**

Ms. Deb McCasland, Board Chair  
Mr. Chris Kuknyo, Secretary  
Mr. Ray Sigafoos, Board Member  
Mr. Steve Bracety, Board Member  
Mr. Toby Payne, Board Member

**Administration Present:**

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

**MINUTES**

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=9ed9f9a2-55f7-4b15-aae3-b1f600e34d70>

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

Chair McCasland called the Yavapai College District Governing Board Regular Meeting to order at 1:00 p.m.

- b. Pledge of Allegiance {Time: 1}

The Pledge of Allegiance was led by Member Sigafoos.

- c. 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).**

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

**The following members of the public requested to speak:**

**1. William Kiel (Recording at 7:07)**

2. Study Session

- a. Open Meeting Law Training – Mr. Danee Garone, Senior Staff Attorney, Arizona Ombudsman-Citizens' Aide - **INFORMATION** {Time: 30}

***Recorded discussion and comments are available and begin at 10:30.***

Danee Garone, a Senior Staff Attorney from the Ombudsman's Office, provided Open Meeting Law training. Mr. Garone provided an overview of the Ombudsman's Office, which handles complaints about state agencies and educates the public on open meeting and public records laws. Mr. Garone emphasized the importance of transparency in government decision-making and discussed the role of public bodies under the Open Meeting Law, defining these as multi-member decision-making entities subject to specific legal requirements.

Mr. Garone covered key aspects of the Open Meeting Law. He also reviewed the basic requirements of the law, including public notice, agendas, public access, and the definition of a quorum. Remote and hybrid meetings were addressed, with Mr. Barone clarifying that while not prohibited, they must comply with all legal aspects.

The confidentiality of executive sessions was a major focus, with Mr. Garone stressing the need to keep discussions private and the potential consequences of violating this confidentiality requirement. The importance of accurate minutes and recordings was highlighted, with Mr. Barone emphasizing the legal requirement for descriptions of legal actions/motions and votes taken during meetings. Mr. Sigafos asked about video markers being used in meeting minutes rather than a more detailed summary of the meeting. After discussion with Attorney Adams, Mr. Garone indicated that the details of the motions and vote must be in the minutes, but that is not a violation of the law to include video markers for members of the public to be able to review the detailed discussion that occurred during the meeting.

The training concluded with a discussion on handling Open Meeting Law violations, ratification procedures, and the resources available for addressing concerns or questions related to compliance.

- b. President's Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}
- i. Presidents Report on Board Policy 205, Treatment of Students and Enrollment – Mr. Rodney Jenkins, Vice President of Student Development (*Attached*)

***Recorded discussion and comments are available and begin at 1:50:00.***

An update on Board Policy 205, focusing on student treatment, was provided by Mr. Jenkins, who highlighted the processes in place to support students

dealing with mental health issues. Ms. Tanya Sheldahl emphasized the College's responsibility to prevent and address sexual harassment and discrimination. Academic dishonesty, particularly with AI use, has increased, and faculty are working to educate students on proper usage. Alcohol and conduct issues have decreased due to ongoing prevention efforts, while marijuana use has slightly risen, though marijuana remains prohibited on campus due to federal regulations.

There was discussion regarding the Campus Awareness Response and Evaluation Team (CARE), with mental health being a significant concern. No student suicides were reported this year, and there have been improvements in students' mental health indicators. The College is working with Polara Health to bring additional mental health resources to campus and continues to focus on supporting students' basic needs, such as through food pantries and technology loaner programs.

Mr. Jenkins reported that the addition of 30 beds at Prescott Pines has reduced the student housing waitlist. Ms. Sheldahl noted that housing there is designated for non-traditional students and is nearly full.

Donations to support student basic needs were encouraged, either through the College or the College Foundation.

- ii. College Council – Dr. Douglas Berry, Dr. Janet Nix, and Mr. Rodney Jenkins
  - 1. Faculty Senate – Dr. Alex Barber, Faculty Senate President (*Attached*)

***Recorded discussion and comments are available and begin at 2:14:59.***

Dr. Berry provided the Faculty Senate update, noting that Dr. Alex Barber was elected as the new Faculty Senate President in August. Seventeen new faculty members have joined the College, many replacing retirees or filling roles in the growing BSN program. A new faculty breakfast is planned for October to welcome them officially. The Faculty Senate is working on projects related to the ethical use of AI and updating faculty service documents to improve communication. Dr. Berry highlighted faculty achievements. The recent assessment day was well attended and organized by the SLOA committee. Dr. Barber is expected to attend the next board meeting for a formal introduction. Dr. Rhine concluded by expressing gratitude.

- 2. Staff Association – Ms. Ginney Bilbray, Staff Association Vice President (*Attached*)

***Recorded discussion and comments are available and begin at 2:18:36.***

Ms. Ginney Bilbray, Vice President of the YC Staff Association (YCSA) and a librarian at the Prescott Campus, provided an update on staff professional development and YCSA activities. Ms. Bilbray highlighted the mission of the professional development and training committee, which focuses on improving staff engagement and job satisfaction through diverse training opportunities. Monthly training courses have been organized for staff, with various topics and presenters from August through October. In-person YCSA general meetings are held before each training session, with breakfast provided and Zoom access available for remote participants. These meetings have successfully engaged staff and provided updates from various committees. Based on employee surveys, Dr. Nix also provided an update on the College's recognition as a top workplace in Arizona and mentioned its consideration for a national USA Today award. Chair McCasland and Dr. Rhine thanked Ms. Bilbray for her presentation.

3. Student Government Association – Mr. Jackson James, Vice President of Yavapai College Student Government Association  
*(Attached)*

***Recorded discussion and comments are available and begin at 2:23:03.***

Mr. Jenkins introduced the Student Government Association (SGA) leadership for the year. Mr. Jackson James shared his personal story of overcoming adversity and emphasized the importance of representing students. He outlined the SGA's ongoing initiatives, including providing free access to feminine hygiene products, promoting mental health resources, and fostering a sense of belonging across the College. The SGA has been active in various college events and plans to continue with impactful initiatives across all campuses. Mr. James thanked the board and college leadership for the opportunity to be more at Yavapai College. Chair McCasland and Dr. Rhine thanked Mr. James and the SGA, expressing admiration and support for their work. Member Sigafos also offered words of encouragement, highlighting the importance of student success.

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

There were no comments or questions about the report.

- c. Prescott Pines at Yavapai College Update – Dr. Clint Ewell, Vice President of Finance, **INFORMATION AND DISCUSSION** {Time: 30} *(Attached)*

***Recorded discussion and comments are available and begin at 2:41:44.***

Dr. Ewell provided an update on the Prescott Pines. Efforts made in May through June focused on utility and infrastructure improvements, while July and August saw roofing and operational setup of common spaces and student housing. The first

students have successfully moved in, and a property manager has been hired. Future development plans for the next three fiscal years were outlined, and 360 videos of the housing units were made available. Dr. Ewell also discussed the expansion of housing, including 57 student beds, 10 RV spots, and three employee apartments, with plans to market these spaces for future occupancy.

Member Sigafos raised questions and provided insight about the NARTA program, a law enforcement training. Using the Prescott Pines as housing for students in this program was a positive move. Dr. Ewell reassured the board of the project's financial sustainability, emphasizing the priority of student housing while minimizing taxpayer costs. The durability of the furniture used at the site and potential student behavior concerns were also discussed and addressed.

Dr. Rhine highlighted the success of the housing project, with examples of faculty and staff benefiting from the new accommodations. Chair McCasland and Dr. Rhine expressed gratitude for the ongoing efforts, and Mr. James Crockett was recognized with the President's Excellence Award for his contributions to the Prescott Pines project.

- 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

***Recorded discussion and comments are available and begin at 3:02:42.***

Chair McCasland provided an update on her role as the Board Spokesperson, sharing positive feedback about Yavapai College, its president, staff, and faculty, and expressing that the college is the best it has ever been. She also discussed her participation in the Arizona Association Community College Trustees' meeting, which covered topics like lobbying and the future of Arizona's community colleges. The AACCT Annual Convention will be held in Seattle in October.

Member Bracety gave a recap of the Yavapai College Community Foundation Board meeting, highlighting a 4% increase in student headcount for the semester, bringing enrollment to over 7,000. He recognized a \$25,000 donation by Mr. Ray Sigafos, which was matched by the Foundation to raise a total of \$50,000 for the Family Enrichment Center. He stated that Dr. Rhine provided an update on Prescott Pines, and Mr. Richard Hernandez was congratulated as the new interim director of the Foundation. The next board meeting is scheduled for October 9th at the Prescott campus.

- e. Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}
  - i. 2024-2025 Dates, Times, and Places of Future Board Meetings, Workshops, and Retreats (*Attached*)
  - ii. 2024-2025 Dates, Times, and Places of Future College Events (*Attached*)
  - iii. 2024-2025 Dates, Times, and Places of Future National, State, and Local Events (*Attached*)



***Recorded discussion and comments are available and begin at 3:05:56.***

Executive Assistant, Ms. Yvonne Sandoval, reviewed the future meetings, College events, and conference dates.

3. Board Business

- a. Association of Community College Trustees (ACCT) Delegate for Yavapai College – Board Chair McCasland - **INFORMATION, DISCUSSION AND DECISION** {Time: 10}

***Recorded discussion and comments are available and begin at 3:09:39.***

The board discussed the appointment of a delegate for the upcoming ACCT Annual Convention. Chair McCasland proposed appointing Ray Sigafos as the official delegate. During the discussion, Member Sigafos mentioned his appointment as Sergeant at Arms for the voting delegation and Congress meetings and expressed his willingness to attend the Convention in this capacity.

**Chair McCasland moved, seconded by Member Bracety, to appoint Member Sigafos as the Yavapai College delegate at the Association of Community College Trustee (ACCT) Convention. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).**

- b. Yavapai College President Tribute – Board Chair McCasland - **INFORMATION, DISCUSSION AND DECISION** {Time: 15}

***Recorded discussion and comments are available and begin at 3:11:29.***

The board discussed honoring the legacy of Dr. Jim Horton, a former College President who passed away this year. Chair McCasland asked Member Bracety to discuss a public request to pay tribute to Dr. Horton, specifically recognizing his contributions to the CTEC building and the community. Member Sigafos shared personal memories of Dr. Horton, emphasizing his role in stabilizing the College and his work on various projects. The board expressed support for honoring Dr. Horton's legacy, with Member Sigafos, Member Bracety, and Chair McCasland suggesting further information gathering to align with the College's naming policies. Attorney Adams recommended staff return with additional ideas for consideration. Chair McCasland mentioned existing tributes, such as benches and trees, but noted the College's tradition of not naming buildings after presidents. The discussion will continue in future meetings.

- c. Consent Agenda – **DECISION** {Time: 5}
- i. Truth in Taxation – Public Hearing Minutes – Tuesday, May 21, 2024 (*Attached*)
  - ii. Truth in Taxation – Special Meeting Minutes – Tuesday, May 21, 2024 (*Attached*)
  - iii. Budget Public Hearing Minutes – Tuesday, May 21, 2024 (*Attached*)
  - iv. Budget Adoption Minutes – Tuesday, May 21, 2024 (*Attached*)
  - v. Regular Meeting Minutes – Tuesday, May 21, 2024 (*Attached*)

- vi. Board Executive Session Confidential Minutes - Tuesday, May 21, 2024
- vii. Board Self-Assessment Workshop Minutes – Tuesday, May 28, 2024  
(*Attached*)
- viii. 2024-16 Yavapai College District Governing Board Resolution (*Attached*)
- ix. Lease Agreement - Town of Chino Valley (50 acres) – Amendment #2  
(*Attached*)
- x. Intergovernmental Agreement – Mountain Institute Career Technical Education District No. 2 (MICTED) – Concurrent Enrollment – Amendment #1 (*Attached*)
- xi. Intergovernmental Agreement – Valley Academy for Career and Technology Education (VACTE) – Concurrent Enrollment – Amendment #1 (*Attached*)
- xii. Intergovernmental Agreement – Northern Arizona Regional Training Academy (NARTA) – Academy Sergeant – (*Attached*)
- xiii. Yavapai College Summary of New Program Proposals – (*Attached*)
  - 1. Bachelor of Applied Science in Computer Science
  - 2. Bachelor of Science in Computer Science
- xiv. Receipt of Report on Revenues and Expenditures for July 2024 (*Attached*)
- xv. Receipt of Report on Revenues and Expenditures for August 2024  
(*Attached*)
- xvi. Acceptance of President’s Report on Board Policy 205 Treatment of Students and Enrollment

***Recorded discussion and comments are available and begin at 3:20:04.***

Chair McCasland called for approval of the consent agenda, with the exception of item xiii, which she pulled from the consent agenda for further discussion.

**Chair McCasland moved, seconded by Member Bracety, to approve the Consent Agenda, excluding item xiii – Yavapai College Summary of New Program Proposals, which was pulled from the consent agenda for discussion. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).**

The board then addressed item xiii. Dr. Rhine explained the need to remove the Bachelor of Applied Science in Computer Science proposal from the agenda due to a new option to offer a 90-credit program, while keeping the Bachelor of Science in Computer Science as a 120-credit program. The Higher Learning Commission’s authorization to offer bachelor’s degrees with 90 credits was discussed, and Dr. Berry provided clarification on the differences between the two programs.

**Secretary Kuknyo moved, seconded by Member Bracety, to approve the Consent Agenda item xiii.2 - Bachelor of Science in Computer Science, excluding item xiii.1 – Bachelor of Applied Science in Computer Science. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).**

Secretary Kuknyo moved, seconded by Member Sigafos, to table Consent Agenda item xiii.1 – Bachelor of Applied Science in Computer Science. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).

d. Executive Session

- i. A.R.S. § 38-431.03(A)(7), Discussion and Consultation with College Representatives Regarding Potential Lease and/or Purchase of Real Property, or Properties, in Prescott – **PROCEDURAL** {Time: 60}
- ii. A.R.S. § 38-431.03(A)(1), Board’s Goals for President’s 2024-2025 Evaluation – Board Chair McCasland – **PROCEDURAL** {Time: 90}

*Recorded discussion and comments are available and begin at 3:28:13.*

Member Sigafos moved, seconded by Member Kuknyo, to go into Executive Session pursuant to A.R.S. § 38-431.03(A)(7), Discussion and Consultation with College Representatives Regarding Potential Lease and/or Purchase of Real Property, or Properties, in Prescott and pursuant to A.R.S. § 38-431.03(A)(1), Board’s Goals for President’s 2024-2025 Evaluation. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).

e. Convene in Public Session

- i. Possible Action: Confirm Instructions to College Representatives Regarding Negotiations for Potential Lease and/or Purchase of Real Property, or Properties, in Prescott, as the Result of Executive Session – **DECISION** {Time: 5}

The Board reconvened in public session at 5:26 p.m.

*Recorded discussion and comments are available and begin at 4:31:52.*

Member Sigafos moved, seconded by Member Bracety, that the board confirm its instructions to College Representatives regarding negotiations for potential lease and/or purchase of real property, or properties, in Prescott, as the result of executive session. Motion carried 4:1 (Ayes: McCasland, Kuknyo, Sigafos, and Bracety; Nay: Payne).

- ii. Possible Action: Board’s Goals for President’s 2024-2025 Evaluation as the Result of Executive Session – Board Chair McCasland – **DECISION** {Time: 5}

Member Bracety moved, seconded by Secretary Kuknyo, to confirm the Board’s Goals for the President’s 2024-2025 Evaluation as revised in executive session. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).

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

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

Regular Meeting adjourned at 5:29 p.m.

Respectfully submitted:

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Deanne K. Petty, Recording Secretary

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Date

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Ms. Deb McCasland, Board Chair

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Mr. Chris Kuknyo, Secretary

**YAVAPAI COLLEGE DISTRICT GOVERNING BOARD**

**RESOLUTION 2024-17**

A RESOLUTION OF THE YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT GOVERNING BOARD, DESIGNATING THE CHIEF FISCAL OFFICER FOR OFFICIALLY SUBMITTING THE FISCAL YEAR 2025 ANNUAL BUDGETED EXPENDITURE LIMITATION REPORT TO THE ARIZONA AUDITOR GENERAL.

**RECITALS:**

WHEREAS, A.R.S. § 41-1279.07(E) requires each community college district to annually provide to the Arizona Auditor General by July 31 the name of the Chief Fiscal Officer the governing board has designated to officially submit the current year’s annual budgeted expenditure limitation report (ABELR) on the governing board’s behalf; and

WHEREAS, the Yavapai County Community College District Governing Board desires to designate Dr. Clint Ewell as the College’s Chief Fiscal Officer who is authorized to officially submit the ABELR; and

WHEREAS, the governing board must submit an updated form and documentation for any changes in the individuals designated to file the ABELR on behalf of the community college district.

**ENACTMENTS:**

NOW, THEREFORE, BE IT RESOLVED by the Yavapai County Community College District Governing Board as follows:

SECTION 1. The recitals above are hereby incorporated as if fully set forth herein.

SECTION 2. Dr. Clint Ewell is hereby designated as the College’s Chief Fiscal Officer for purposes of officially submitting the fiscal year 2025 ABELR to the Arizona Auditor General on the governing board’s behalf.

PASSED and ADOPTED by the Yavapai County Community College District Governing Board, this 29<sup>th</sup> Day of October, 2024.

\_\_\_\_\_  
Mrs. Deb McCasland, Board Chair

ATTEST:

**Approved as to form:**

\_\_\_\_\_  
Mr. Chris Kuknyo, Board Secretary

\_\_\_\_\_  
Ms. Lynne Adams, Governing Board Legal Counsel

***Yavapai College***  
**Workforce and Health Sciences**

Date: October 11, 2024  
To: Dr. Lisa Rhine  
From: Dr. Marylou Mercado  
RE: Curriculum Proposal

The following curriculum proposal has been reviewed by the appropriate faculty, Associate Vice President of Instruction and Early College, and the Curriculum Committee. I recommend approval of the Limited X-Ray Machine Operator Certificate.

**Overview of New Program**

Limited X-Ray Machine Operator Certificate

The Limited X-Ray Machine Operator Certificate is a 24-week program. The certificate program will prepare students for entry level positions as Certified Practical Radiologic Technologists (CPTR), only in the state of Arizona. Students will complete a minimum of 240-hours of clinical education experience and 19 credits of major core courses.

The certificate program is designed around a model of online coursework, as well as a face-to-face laboratory course. Clinical education is a hands-on experience within an assigned clinical setting that provides a foundation to enter the workforce as a Certified Practical Radiologic Technologist.

This career ladder opportunity assists MA's and other healthcare employees in obtaining stackable credentials for job placement within Arizona. If a student chooses to continue their Associates of Applied Science in Radiologic Technology (AAS) degree through Yavapai College, an application for Limited X-Ray Transition Certificate will be required. All remaining prerequisite courses and the Limited X-Ray Transition Certificate must be completed to be considered for placement.

Summary of **New** Program Proposal for

## Limited X-Ray Machine Operator Certificate

The Limited X-Ray Machine Operator Certificate is a 24-week program. The certificate program will prepare students for entry level positions as Certified Practical Radiologic Technologists (CPTR), only in the state of Arizona. Students will complete a minimum of 240-hours of clinical education experience and 19 credits of major core courses.

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**Credit Hours Required: 23**

### Pre-Entry Requirements

**HESI A-2 Entrance Exam** is required prior to consideration for placement into the Limited X-Ray Machine Operator Certificate. More information can be found at [www.yc.edu/radiology](http://www.yc.edu/radiology)

**Note:** Pre-entry requirements must be complete or in progress in order to apply to the Limited X-Ray Machine Operator Certificate Program. To prepare to apply for the LXMO Certificate, it is recommended that students begin in the Associate of Arts (Radiologic Tech Intent) degree program and work closely with an academic advisor to ensure timely and on-track progression for application submission.

### General Education (4)

*This General Education course must be taken or in progress prior to applying to the Limited X-Ray Machine Operator Certificate.*

Prerequisite coursework must be completed within the last ten years.

- BIO 160 - Introduction to Anatomy & Physiology (Physical and Biological Science) **Credits: 4**

## Program Requirements

### Limited X-Ray Machine Operator Core (19)


RAD 100 Introduction to Medical Imaging  
RAD 101 Limited Radiographic Positioning I  
RAD 102 Limited Radiographic Positioning Lab II  
RAD 135 Radiation Physics and Equipment  
RAD 158 Radiographic Image Production  
RAD 161 Radiology Clinical Education I  
RAD 170 Radiology Patient Care & Pharmacology  
RAD 175 Radiation Biology & Protection

## Program Outcomes

Upon successful completion of the Limited X-Ray Machine Operator program, the learner will:

1. Demonstrate the clinical competency expected of entry-level limited x-ray machine operator.
2. Communicate effectively within the radiologic science industry .
3. Demonstrate critical thinking and problem-solving skills.
4. Exhibit professional behavior in alignment with the ethical and professional standards of radiologic science.

**YC President**

Signature:  Date: 10.14.24

Approved  Not Approved

Approved/Change Noted: \_\_\_\_\_

**District Governing Board**

Board Meeting Agenda: \_\_\_\_\_ Date: \_\_\_\_\_

Approved  Not Approved

Approved/Change Noted: \_\_\_\_\_



## All-College Council Participatory Governance Report 2023-2024

**College Council** met monthly on the following dates 2023-24

Jan 13, 2023	July 18, 2023	Dec 08, 2023
Feb 10, 2023	Aug 11, 2023	Jan 12, 2024
Mar 10, 2023	Sep 08, 2023	Feb 16, 2024
Apr 14, 2023	Oct 13, 2023	Mar 08, 2024
May 11, 2023	Nov 03, 2023	Apr 12, 2024

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

Spring 2023 College Council Meeting and Fast Track Schedules	Organizational Changes
College Council Election Forms	2024-2025 College Council Schedules
2023 Spring College Council Committee Presentation Schedule	2025-2026 Academic Calendar
2023-2024 College Council Committee Presentation Schedule	

Part

The following informational reports were delivered to the Council:

Early Childhood Education Associate of Applied of Science Degree	College Council Membership
College Council Training	College Procedure 2.23.01 Staff Grievance Procedure
Mid-Level Management Meeting	College Procedure 2.37.01 Faculty Grievance Resolution Procedure
2023-2024 Yavapai College Preliminary Budget	College Procedure 2.05.04 Tuition Waiver Program Procedure –
Workforce Innovation and Economic Development	Enterprise Resource Planning Presentation
Council’s Feedback on Enterprise Resource Planning	Health Science Center Presentation
Coursedog Scheduling and Curriculum Software Presentation	Food Services Presentation
Council’s Feedback on Coursedog Scheduling and Curriculum Software	Council’s Feedback on Food Services
Budget Assumption Presentation	COBOD 3-D Printer Presentation
Regular and Substantive Interaction Presentation	Bachelor of Applied Science (BAS) – Computer Science
Bachelor of Science – Computer Science	Financial Aid Presentation
Participatory Governance Flow Charts	College Council Roster
Engagement Survey Results Presentation	Revised College Council Committees

## College Council Committee Reports to Council

General Education Committee Presentation	April 14, 2023
Strategic Planning Committee	August 11, 2023
General Education Committee	September 8, 2023
Policy Review Committee	October 13, 2023
Instructional Committee	November 3, 2023
Assessment Committee	December 8, 2023
Student Enrollment Management	January 12, 2024
Budget Committee	March 8, 2024
Curriculum Committee	March 8, 2024

## Policies

<b>Operational Policy</b>	<b>Policy Committee Recommendation Addition/Sunset/Revision</b>
Policy 2.01 Employee Classification and Status	Revision
Policy 2.05 Employee Learning Excellence-	Revision
Policy 2.16 Bereavement	Revision
Policy 10.03 Hazing Prevention	Addition
Policy 2.01 Employee Classification and Status	Revision
Policy 2.03 Job Descriptions and Personnel	Revision
College Policy 10.11 Participatory Governance	Addition (Interim to Permanent)
Policy 2.43 On-Call, Call-In and Closure Pay	Revision
Policy 7.06 Debt Management	Addition
Policy 10.02 Alcohol on Campus	Revision
Policy 7.05 Mail Room	Sunset
Policy 3.10 Independent Study	Revision
Policy 3.20 Instructional Materials	Revision

## Curriculum

<b>Program</b>	<b>Submitted to Curriculum Committee for Addition/Sunset</b>	<b>Curriculum Committee Recommendation</b>	<b>President Decision</b>
Windows Server Administrator Certificate	Sunset	Sunset	Upheld
Industry Machine Mechanic Certificate	Sunset	Sunset	Upheld
Hydro Utility Tech Certificate	Sunset	Sunset	Upheld
Mechanic Assistant Certificate	Sunset	Sunset	Upheld
Machine Fabrication Tech Certificate	Sunset	Sunset	Upheld
Advanced Electronics Certificate	Sunset	Sunset	Upheld

Integrated Systems Engineering Technician Certificate	Sunset	Sunset	Upheld
Associated of Applied of Science in Early Childhood Education	Sunset	Continuation	Overturned
Bachelor of Science in Business – Accounting Concentration	Addition	Addition	Upheld
Bachelor of Science in Business – Entrepreneurship Concentration	Addition	Addition	Upheld
Automated Industrial Technology Certificate	Addition	Addition	Upheld
Licensed Practical Nurse (LPN) Certificate	Addition	Addition	Upheld
Community Health/Critical Care Paramedic Certificate	Addition	Addition	Upheld
3-D Modeling and Amination Certificate	Sunset	Sunset	Upheld
Microsoft Office Specialist Certificate	Sunset	Sunset	Upheld
Bachelor of Science in Nursing	Addition	Addition	Upheld
Athletic Coaching Certificate	Sunset	Sunset	Upheld
Criminal Justice and Security Certificate	Sunset	Sunset	Upheld
Bachelor of Science in Business with Digital Marketing Concentration	Addition	Addition	Upheld
Foundations of Leadership Certificate –	Addition	Addition	Upheld
Media and Extended Realities Certificate	Addition	Addition	Upheld
Agriculture Technology Management Certificate	Addition	Addition	Upheld
Media Editing and Post-Production Certificate	Addition	Addition	Upheld
Script Supervisor Certificate	Addition	Addition	Upheld
Women’s Health Imaging Certificate	Addition	Addition	Upheld
Legal Paraprofessional Certificate	Addition	Addition	Upheld
Advance Tax – IRS Enrolled Agent Certificate	Sunset	Sunset	Upheld
Equine Care and Management Certificate –	Sunset	Sunset	Upheld
Medical Assistant Associate of Applied Science	Sunset	Sunset	Upheld

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

**For the Three Months Ended September 30, 2024**

**District Governing Board**

**Fiscal Year 2024-25 Budget:**

**\$ 321,830**

		<b>Year-to-Date</b>	<b>Encumbered</b>	<b>Total</b>	
	<b>Purpose</b>	<b>Expenditures</b>	<b>Obligations</b>	<b>Expenditures/ Encumbrances</b>	
<b>EXPENDITURES (note 1):</b>					
Salary Expenses	Staff Support	\$ 28,581	\$ 66,175	\$ 94,756	
ACCT Leadership Conference (Seattle)	Registration/Travel	289	-	289	
AZ CC Administrators Conference (Lake Havasu)	Registration/Travel	322	-	322	
Deborah McCasland	Travel	188	-	188	
Osborn Maledon, PA	Legal Services	552	54,448	55,000	
Other - Various	Supplies/Other	760	-	760	
					<u>151,315</u>
<b>Remaining Budget - September 30, 2024</b>					<u><b>\$ 170,515</b></u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Three Months Ended September 30, 2024 - 25% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

**SUMMARY - ALL FUNDS**

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
General Fund	\$ 19,087,752		\$ 19,087,752	\$ 63,395,200	30.1%
Restricted Fund	6,485,025		6,485,025	20,152,600	32.2%
Auxiliary Fund	2,658,066		2,658,066	8,451,900	31.4%
Unexpended Plant Fund	19,992,369		19,992,369	31,745,500	63.0%
Debt Service Fund	604,603		604,603	2,416,800	25.0%
<b>TOTALS</b>	<b><u>48,827,815</u></b>		<b><u>48,827,815</u></b>	<b><u>126,162,000</u></b>	<b><u>38.7%</u></b>

		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (note 1):</b>							
General Fund		\$ 16,907,754	\$ 25,896,385	\$ 24,195,823	\$ 18,608,315	\$ 63,395,200	29.4%
Restricted Fund		5,555,842	2,888,348	2,107,715	6,336,475	20,152,600	31.4%
Auxiliary Fund		1,387,253	2,373,956	1,344,002	2,417,207	8,451,900	28.6%
Unexpended Plant Fund		3,411,195	13,137,926	-	16,549,121	31,745,500	52.1%
Debt Service Fund		1,100	603,400	-	604,500	2,416,800	25.0%
<b>TOTALS</b>		<b><u>27,263,143</u></b>	<b><u>44,900,015</u></b>	<b><u>27,647,540</u></b>	<b><u>44,515,618</u></b>	<b><u>126,162,000</u></b>	<b><u>35.3%</u></b>
<b>SURPLUS/(DEFICIT)</b>					<b><u>\$ 4,312,197</u></b>	<b><u>-</u></b>	

**COMMENTS:**

Through the third month, 35.3% of budget has been committed (excluding labor encumbrances) compared to 38.7% of revenues received

The budget currently has a surplus of \$4,312,197.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Three Months Ended September 30, 2024 - 25% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

**GENERAL FUND**

	<b>Year-to-Date Revenues</b>		<b>Total Revenues</b>	<b>FY 24/25 Budget</b>	<b>Percent of Budget</b>	<b>FY 24/25 Estimate</b>	<b>Budget to Estimate Variance</b>	<b>FY 23/24 Actuals</b>	<b>Percent Change (Current Versus Prior Year)</b>		
<b>REVENUES:</b>											
Primary Property Taxes	\$ 12,258,189		\$ 12,258,189	\$ 49,180,300	24.9%	\$ 49,180,300	\$ -	\$ 11,308,374	8.4%		
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%		
Tuition and Fees	6,639,835		6,639,835	14,111,000	47.1%	14,111,000	-	5,955,426	11.5%		
Tuition and Fees - Contingency	-		-	(630,000)	0.0%	(630,000)	-	-	0.0%		
State Appropriation - Maintenance	92,825		92,825	371,300	25.0%	371,300	-	93,250	-0.5%		
State Appropriation - Rural Aid	458,400		458,400	1,833,600	25.0%	1,833,600	-	771,100	-40.6%		
YCF Contribution - Basketball Program	-		-	366,000	0.0%	366,000	-	-	0.0%		
Other Revenues	141,500		141,500	512,000	27.6%	512,000	-	117,531	20.4%		
Interest Income	271,753		271,753	900,000	30.2%	900,000	-	282,439	-3.8%		
Fund Balance Applied to Budget	972,025		972,025	8,388,100	11.6%	8,388,100	-	706,150	37.7%		
General Fund Transfer In/(Out)	(1,746,775)		(1,746,775)	(11,487,100)	15.2%	(11,487,100)	-	(1,793,750)	-2.6%		
<b>TOTAL REVENUES</b>	<b>19,087,752</b>		<b>19,087,752</b>	<b>63,395,200</b>	<b>30.1%</b>	<b>63,395,200</b>	<b>-</b>	<b>17,440,520</b>	<b>9.4%</b>		
<b>EXPENDITURES (Note 1):</b>											
		<b>Year-to-Date Expenditures</b>	<b>Total Encumbered Obligations</b>	<b>Labor Encumbrances</b>	<b>Total Expenditures and Non-Labor Encumbrances</b>	<b>FY 24/25 Budget</b>	<b>Percent of Actual and Non- Labor Encumbrances to Budget</b>	<b>FY 24/25 Estimate</b>	<b>Budget to Estimate Variance</b>	<b>FY 23/24 Actuals</b>	<b>Percent Change (Current Versus Prior Year)</b>
Instruction		\$ 5,145,321	\$ 8,640,693	\$ 8,369,158	\$ 5,416,855	\$ 23,308,900	23.2%	\$ 23,308,900	\$ -	\$ 4,967,232	3.6%
Academic Support		1,684,681	2,499,039	2,445,309	1,738,411	6,252,400	27.8%	6,252,400	-	1,510,790	11.5%
Institutional Support		5,167,978	6,646,741	5,984,584	5,830,134	14,404,600	40.5%	14,404,600	-	4,050,778	27.6%
Student Services		2,531,973	4,605,426	4,486,372	2,651,027	10,842,600	24.5%	10,842,600	-	2,461,659	2.9%
Operation/Maintenance of Plant		2,016,361	3,504,487	2,910,400	2,610,448	7,473,500	34.9%	7,473,500	-	1,706,079	18.2%
Scholarships		356,919	-	-	356,919	1,085,800	32.9%	1,085,800	-	561,053	-36.4%
Public Service		4,520	-	-	4,520	27,400	16.5%	27,400	-	7,663	-41.0%
<b>TOTAL EXPENDITURES</b>		<b>16,907,754</b>	<b>25,896,385</b>	<b>24,195,823</b>	<b>18,608,315</b>	<b>63,395,200</b>	<b>29.4%</b>	<b>63,395,200</b>	<b>-</b>	<b>15,265,254</b>	<b>10.8%</b>
<b>SURPLUS/(DEFICIT)</b>					<b>\$ 479,437</b>	<b>\$ -</b>					

**COMMENTS:**

Tuition and Fees revenues above budget due to most of the revenue related to the fall 2024 semester being recorded. This will even out over the next few months.  
 First quarter State appropriations were received in July 2024.  
 General Fund Transfer Out less than budgeted due to Plant Fund reserves being lowered by DGB in May 2024 which freed up Plant fund monies for CIP. The original \$7.5M budgeted to be transferred from the GF to the Plant fund will be lowered to \$3.0M.  
 Institutional Support expenditures above budget due to the payment and or encumbering of various expenses at the beginning of the fiscal year (e.g. insurance, software licenses, IT maintenance, dues, etc.)  
 Operation/Maintenance of Plant expenditures above budget due to the encumbering of various expenses at the beginning of the fiscal year (e.g. supplies, maintenance agreements, fuel, etc.)  
 The Budget currently has a surplus of \$479,437

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES**

**For the Three Months Ended September 30, 2024 - 25% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>	
Salaries	\$ 8,600,503	\$ 8,295,845	3.7%	<b>1</b>
Benefits	2,953,169	2,762,475	6.9%	<b>2</b>
Supplies	1,039,377	852,942	21.9%	
Contractual Services and Other	3,062,193	2,011,371	52.2%	<b>3</b>
Utilities & Communications	566,394	469,623	20.6%	<b>4</b>
Travel, Conferences & Memberships	329,199	311,945	5.5%	
Scholarships	356,919	561,053	-36.4%	<b>5</b>
	<u>\$ 16,907,754</u>	<u>\$ 15,265,254</u>	10.8%	

- 1** - Salaries increased due to annual compensation increases and the addition of several new positions.
- 2** - Benefits increased due to new positions added in the current fiscal year (results in additional FICA, retirement etc.), medical plan premium increases, and higher tuition/fee waiver benefits due to the new bachelor's program.
- 3** - Contractual Services increased from the prior year due to the purchase of the new Banner SAAS upgrade platform, Coursedog software, price increases and the timing of purchases.
- 4** - Utilities increased from the prior year due to provider rate increases, warmer summer temperatures, and the addition of the Prescott Pines property.
- 5** - Scholarships decreased due to the timing of the Promise program reimbursements. FY23-24 Scholarships include both the May 2023 and May 2024 graduate reimbursements. In addition, less scholarships are budgeted for Athletics in FY25 compared to FY24.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Three Months Ended September 30, 2024 - 25% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

**RESTRICTED FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Federal Grants and Contracts	\$ 4,246,903		\$ 4,246,903	\$ 12,295,800	34.5%
State Grants and Contracts	467,264		467,264	1,061,000	44.0%
Private Gifts, Grants and Contracts	311,633		311,633	1,259,200	24.7%
Proposition 301 Workforce Development	430,075		430,075	1,420,000	30.3%
Proposition 207 Workforce Development	675,000		675,000	2,700,000	25.0%
State Appropriation - STEM Workforce	159,150		159,150	636,600	25.0%
Fund Balance Applied to Budget	195,000		195,000	780,000	25.0%
<b>TOTAL REVENUES</b>	<b>6,485,025</b>		<b>6,485,025</b>	<b>20,152,600</b>	<b>32.2%</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (Note 1):</b>						
Instruction	\$ 705,031	\$ 1,498,236	\$ 1,005,420	\$ 1,197,847	\$ 6,221,600	19.3%
Academic Support	8,365	39,886	39,886	8,365	75,000	11.2%
Student Services	213,754	289,461	289,461	213,754	1,359,500	15.7%
Scholarships	4,021,382	-	-	4,021,382	8,680,300	46.3%
Public Service	607,310	1,060,765	772,948	895,127	3,816,200	23.5%
<b>TOTAL EXPENDITURES</b>	<b>5,555,842</b>	<b>2,888,348</b>	<b>2,107,715</b>	<b>6,336,475</b>	<b>20,152,600</b>	<b>31.4%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 148,550</b>		

**COMMENTS:**

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

First quarter STEM Workforce appropriation was received in July 2024.

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



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Three Months Ended September 30, 2024 - 25% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

**AUXILIARY FUND**

	<u>Budgeted Revenues</u>	<u>Budgeted Expenses</u>	<u>Budgeted Surplus/ (Deficit)</u>	<u>Actual Revenues</u>	<u>Actual Expenditures and Non-Labor Encumbrances</u>	<u>Year-to-date Surplus/ (Deficit)</u>
<b>AUXILIARY ENTERPRISES</b>						
Residence Halls	\$ 1,240,000	\$ 438,100	\$ 801,900	\$ 634,277	\$ 110,617	523,660
Transfer To Debt Fund to Pay Revenue Bonds	(402,300)	-	(402,300)	(100,575)	-	(100,575)
Subtotal - Residence Halls and Summer Conferences	837,700	438,100	399,600	533,702	110,617	423,085
Bookstore Rental and Commissions	45,000	-	45,000	10,583	-	10,583
Food Services	1,625,000	2,092,200	(467,200)	610,145	760,353	(150,208)
Vending	45,000	-	45,000	4,564	-	4,564
Employee/21+ Student Housing & Facility Rentals	608,700	428,600	180,100	145,218	27,697	117,521
Edventures & Community Education	47,000	75,700	(28,700)	21,290	17,664	3,626
Winery - Tasting Room	300,000	354,900	(54,900)	56,801	90,055	(33,254)
Family Enrichment Center	869,800	1,181,700	(311,900)	138,738	288,802	(150,064)
Community Events	966,800	1,175,200	(208,400)	342,866	435,267	(92,401)
Performing Arts Productions	300,000	313,600	(13,600)	102,800	97,853	4,947
SBDC (Federal Grant Match Requirement)	-	193,100	(193,100)	-	51,924	(51,924)
Yavapai College Foundation	550,500	550,500	-	145,948	145,948	-
Other Auxiliary Enterprises	280,600	263,100	17,500	51,461	69,727	(18,266)
General Fund Transfer In	1,975,800	-	1,975,800	493,950	-	493,950
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,285,200	(1,285,200)	-	321,300	(321,300)
	<u><u>\$ 8,451,900</u></u>	<u><u>\$ 8,451,900</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 2,658,066</u></u>	<u><u>\$ 2,417,207</u></u>	<u><u>\$ 240,859</u></u>

**Comments:**

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

The Budget currently has a surplus of \$240,859.

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

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Three Months Ended September 30, 2024 - 25% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

**UNEXPENDED PLANT FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Primary Property Taxes	\$ 1,931,811		\$ 1,931,811	\$ 7,750,500	24.9%
Primary Property Taxes - Contingency	-		-	(45,000)	0.0%
Revenue Bond Proceeds	16,000,000		16,000,000	16,000,000	100.0%
Investment Income	146,632		146,632	500,000	29.3%
Other	38,926		38,926	40,000	97.3%
Fund Balance Applied to Budget	1,125,000		1,125,000	-	100.0%
General Fund Transfer In	750,000		750,000	7,500,000	10.0%
<b>TOTAL REVENUES</b>	<b>19,992,369</b>		<b>19,992,369</b>	<b>31,745,500</b>	<b>63.0%</b>

	<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>
<b>EXPENDITURES (Note 1):</b>						
Planned Maintenance	\$ 334,018	\$ 918,119	\$ -	\$ 1,252,137	\$ 3,963,200	31.6%
Unplanned Maintenance	79,455	32,017	-	111,472	283,900	39.3%
Capital Improvement Projects	2,001,261	11,316,138	-	13,317,399	18,909,100	70.4%
Equipment	505,745	194,921	-	700,666	2,510,000	27.9%
Furniture and Fixtures	5,584	15,685	-	21,269	265,200	8.0%
Enterprise Resource Planning Software	104,856	661,046	-	765,902	1,500,000	51.1%
Library Books	101	-	-	101	8,000	1.3%
Contributions to Capital Projects						
Accumulation Account - Future Projects	380,175	-	-	380,175	1,520,700	25.0%
Capital Contingency	-	-	-	-	2,785,400	0.0%
<b>TOTAL EXPENDITURES</b>	<b>3,411,195</b>	<b>13,137,926</b>	<b>-</b>	<b>16,549,121</b>	<b>31,745,500</b>	<b>52.1%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 3,443,248</b>	<b>-</b>	

**COMMENTS:**

General Fund Transfer In less than budgeted due to Plant Fund reserves being lowered by DGB in May 2024 which freed up Plant fund monies for CIP. The original \$7.5M budgeted to be transferred from the GF to the Plant fund will be lowered to \$3.0M. The \$4.5M difference will come from Plant fund reserves (fund balance)

The Budget currently has a surplus of (\$3,443,248) as a result of the 2024 revenue bond proceeds that will be used throughout the year for various Preventative Maintenance and Capital Improvement Projects including the Prescott Center for Learning and Innovation

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

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

REPORT OF REVENUES AND EXPENDITURES

For the Three Months Ended September 30, 2024 - 25% of the Fiscal Year Complete

Fiscal Year 2024-2025

DEBT SERVICE FUND

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Investment Income	\$ 3		\$ 3	\$ -	100.0%
General Fund Transfer In	502,825		502,825	2,011,300	25.0%
Auxiliary Fund Transfer In	100,575		100,575	402,300	25.0%
Fund Balance Applied to Budget	1,200		1,200	3,200	37.5%
<b>TOTAL REVENUES</b>	<b><u>604,603</u></b>		<b><u>604,603</u></b>	<b><u>2,416,800</u></b>	<b><u>25.0%</u></b>
					<b>Percent of Actual and Non- Labor Encumbrances to Budget</b>
				<b><u>Budget</u></b>	
			<b><u>Total Expenditures and Non-Labor Encumbrances</u></b>		
<b>DEBT SERVICE FUND</b>					
<b>EXPENDITURES (Note 1):</b>					
Revenue Refunding Bonds - 2024					
Principal Payments	\$ -	\$ 136,500	\$ -	\$ 136,500	\$ 546,000
Interest Payments	-	153,500	-	153,500	614,000
Revenue Refunding Bonds - 2021					
Principal Payments	-	210,000	-	210,000	840,000
Interest Payments	-	2,825	-	2,825	11,300
Revenue Bonds - 2013					
Principal Payments	-	91,250	-	91,250	365,000
Interest Payments	-	9,325	-	9,325	37,300
Bank Fees	1,100	-	-	1,100	3,200
<b>TOTAL EXPENDITURES</b>	<b><u>1,100</u></b>	<b><u>603,400</u></b>	<b><u>-</u></b>	<b><u>604,500</u></b>	<b><u>2,416,800</u></b>
<b>SURPLUS/(DEFICIT)</b>				<b><u>\$ 103</u></b>	<b><u>\$ -</u></b>

**COMMENTS:**

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

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