

**Yavapai College**  
District Governing Board  
Regular Meeting

Tuesday, February 18, 2025  
1:00 p.m.

The YouTube channel will be open to the public at 12:45 p.m. at the latest.

Livestream Link:

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

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.

## REVISED AGENDA

1. General Functions: Procedural
  - a. Call to Order {Time: 1}
  - b. Pledge of Allegiance {Time: 1}
2. Board Business
  - a. Executive Session
    - i. A.R.S. §38-431.03(A)(8) and §38-431.03(A)(9), Discussion and Consultation with College Representatives regarding Facility Safety and Security Measures – **PROCEDURAL** {Time: 20}
  - b. Reconvene in Public Session
3. General Functions: Procedural
  - a. Board Meeting Procedure – Board Chair Deb McCasland – **INFORMATION** {Time: 5}
4. 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. Ginney Bilbray, Staff Association Vice President (*Attached*)
      3. Student Government Association – Mr. Jackson James, Vice President of Yavapai College Student Government Association
    - ii. 2024-2025 Yavapai College Continuous Status Faculty – Dr. Douglas Berry, Provost (*Attached*)
    - iii. 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 Deb McCasland
    - ii. Arizona Association of Community College Trustee (AACCT) – Board Chair Deb McCasland
    - iii. Yavapai College Foundation – Board Secretary Steve Bracety
5. Board Business
  - a. 2024-2025 Dates, Time, and Places of Future Meetings, Workshops, and Retreats - Ms. Yvonne Sandoval, Executive Assistant - **INFORMATION, DISCUSSION AND DECISION** {Time: 5} (*Attached*)
  - b. Summer 2025 Approval of Aviation Tuition & Fees – Dr. Clint Ewell, Chief Operating Officer - **INFORMATION, DISCUSSION AND DECISION** {Time: 10} \*

- c. Upholding Yavapai College District Governing Board Resolution Reaffirming Delegation of Authority and Accountability to the President – Resolution 2024-18 - Board Chair Deb McCasland - **INFORMATION, DISCUSSION AND DECISION** {Time: 20} (*Attached*) \*
  
- d. Consent Agenda – **DECISION** {Time: 5}
  - i. Regular Meeting Minutes – Tuesday, November 19, 2024 (*Attached*)
  - ii. Workshop Meeting Minutes – Tuesday, January 14, 2025 (*Attached*)
  - iii. Workshop Meeting Minutes - Tuesday, January 28, 2025 (*Attached*)
  - iv. Board Executive Session Confidential Minutes – Tuesday, January 28, 2025
  - v. Yavapai College School District Waiver for Yavapai Library Network (YLN) Network Agreement for School Libraries (*Attached*)
  - vi. Yavapai College Summary of New Program Proposals - Provost (*Attached*)
    - 1. Arizona General Education Curriculum (AGEC) Certificate
    - 2. Business Foundations Certificate
  - vii. Yavapai College Summary of New Program Proposals – Workforce and Health Sciences (*Attached*)
    - 1. Air Traffic Control Academy Prep Certificate
    - 2. Bone Densitometry Certificate
    - 3. Fundamentals of Agriculture Science Technology
    - 4. Limited X-Ray Transition Certificate
    - 5. Victim Advocacy Certificate
  - viii. Yavapai College Summary of Program Deletion Proposals - Provost (*Attached*)
    - 1. Arizona General Education Curriculum (AGEC-A)
    - 2. Arizona General Education Curriculum (AGEC-B)
    - 3. Arizona General Education Curriculum (AGEC-S)
    - 4. Business Office – Basic Certificate
    - 5. Business Office – Professional Certificate
    - 6. Business Office Professional – AAS
  - ix. Yavapai College Summary of Program Deletion Proposals – Workforce and Health Sciences (*Attached*)
    - 1. Assisted Living Facility Caregiver Certificate
    - 2. Baking and Pastry Certificate
  - x. Yavapai College Summary of Program Proposal Modification – Workforce and Health Sciences (*Attached*) \*
    - 1. Aerospace Science Airplane Operations AAS
  - xi. Receipt of Report on Revenues and Expenditures for January 2025 (*Attached*)
  
- 6. 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

# Major Faculty Activity

- Faculty Working
  - Tier Document
  - Academic Master Plan

# 2025 Projects

- Faculty nomination under way for NISOD awards.



# Faculty Highlights

# New Instructors

Yavapai College welcomes six new Full-Time instructors to the Yavapai Team.

**Jennifer Brandt**

**Cynthia Estrella**

**Michael Holmes**

**Tyler Johnson**

**Mollie Lucero**

**Brian Pearson**

**Amelia Robles**



# Matt Wilkerson

Matt Wilkerson is an Adjunct Faculty teaching classes for the Gunsmith course. Matt has been recognized by his peers and students for the exceptional work he does outside the classroom by setting up the training machinery, training equipment, and training materials. Matt takes the extra time ensuring the training machinery is clean, operational, calibrated, and the student training materials are present. Matt's work affects equipment readiness, reduces turn around time, and has been critical to the success of many students in the gunsmith course.

The Faculty Association recognizes Matt Wilkerson's work as a teacher and mentor who continues to promote a positive and professional learning environment. Thank you Matt!





# Emily Underwood

Emily Underwood is a full-time faculty teaching Radiology. As a new instructor she has captured the respect of her peers and students. She was recently recognized by her students for setting up the students clinicals where they may be employed. Students were excited because of the support and knowing they could one day be employed in their new careers. In addition, Emily as a new full-time faculty is part of the team to review the applications of students entering the radiology program. Her efforts have improved the program and she has become part of a great team.



The Faculty Association acknowledges the high level of mentorship Emily provides to the Radiological students, specifically in their clinical assignments. Great Job Emily!

# Dana Kirkwood-Watts



Dana Kirkwood-Watts is an outstanding biology instructor in the Yavapai College Science Department. Dana has been recognized for her impressive ability to actively recruit students into the science department independent study classes. Dr. Kirkwood-Watts encourages and helps students in seeking and creating independent research projects, to complete the work ethically, and accurately. As a result of her work, an abstract from Dana and another paper from one of her independent study students has been accepted by the American Society of Microbiologists (ASM). She will present her topic at the National conference in June. Dana is also a leader in the active use of Artificial Intelligence for positive learning.

The American Society for Microbiology was established in 1899 and is the home for microbial scientists from around the globe to connect, learn, discover and prepare for the future. ASM promotes itself as a leader in scientific publishing, stands for open science, and advocates for evidence-based public policies.



# Liz Peters



Liz Peters, a CTEC Instructor for the YC Electronics and Instrumentation course has worked to make her YC program the best in the state. Her work is featured in the latest issue of Prescott Woman Magazine. Liz is highly respected in the YC community and known for her outstanding work as the Chair of the Curriculum committee leading changes and additions of the many YC programs. Liz is “A *Teachers Teacher*” and has earned the highest respect of her peers and students. We are proud to recognize Liz for her continued outstanding work at YC!

**The Article, “Wired to Achieve” can be found online at:**  
<https://online.fliphtml5.com/ebse/lfik/#p=34>

Thank You!



# Holiday Accomplishments



OLLI provided the YCSA with \$2155 worth of gift cards.

65 food boxes were provided.

There was a total of 83 requests for food in the month of December including the 65 food boxes. The YC Food Pantry along with the support of the YCSA provided food for over 236 family members.



A dark blue rectangular graphic with a thin white border. At the top center, the letters 'YCSA' are written in white, with a small white snowflake icon above the 'S'. Below this, the words 'ANGEL TREE' and 'TOY DRIVE' are written in a large, bold, white, sans-serif font, stacked on two lines. Several white snowflake icons are scattered around the text, including one above 'ANGEL', one to the right of 'TREE', one to the left of 'TOY', and one to the right of 'DRIVE'.

YCSA  
ANGEL TREE  
TOY DRIVE

45 children from the Angel Tree had gifts purchased for them – this was over 270 gifts for children!

A HUGE shoutout to:

- Campus Safety who volunteered several hours of time wrapping gifts and additionally made 2 trips to the Verde Valley to deliver supplies and also helped after hours to get a bike to one of our families.
- Recruitment who gave their time to assist in last minute gift wrapping.

Be More



## **Alex Barber, Div 1 CTE**

Alex began teaching at Yavapai College in the Unmanned Aircraft Systems program before developing and teaching the Commercial Driver Training program. As a certified Third Party Examiner for the Arizona Department of Transportation, Alex brings valuable expertise to the college. Additionally, Alex has served on the Curriculum Committee and Faculty Association. Enthusiastic about being part of YC, Alex looks forward to contributing to the education and success of YC students.

# Be More



## **Amanda “Mandy” Atherton, Div 5 Math**

Mandy Atherton has been an educator in Arizona for 8 years, with teaching experience at Northern Arizona University, Prescott High School, and currently Yavapai Community College. She graduated from Northern Arizona University with a BS in Mathematics, BSed in Math Education, and a MS in Mathematics with an emphasis in community college teaching. Currently she is pursuing a PhD in Math Education from University of Wyoming. Passionate about math and how students learn it, she has taught Calculus 2, Calculus 1, Precalculus, Statistics, College Algebra, and College Math while being a Dual Enrollment Liaison for Yavapai county. Outside the classroom, Mandy enjoys spending time running, hiking, and biking in the Arizona outdoors.

# Be More



## **Amanda Kelsey, Div 2 Health Sciences & Public Services**

Amy's medical career began as an EMT, where she gained hands-on experience in patient care before pursuing her ultimate goal of becoming a registered nurse (RN). Over the past 20 years, her education and diverse work experiences have shaped a remarkable and accomplished career in the medical field.

Amy's journey as an RN started on the Nurse Resource Team at Rutherford Regional Medical Center in North Carolina, where she worked in the Med-Surg department. She later transitioned to labor and delivery (L&D), postpartum care, and the newborn nursery, discovering a passion for L&D nursing. This passion led her to become a travel nurse in California, where she gained valuable experience working in hospitals of various sizes and dynamics.

Amy continued to broaden her expertise by working as an institutional nurse at Smith Correctional Facility in Riverside, CA. She then took on roles in home health care management and an anticoagulation clinic, further diversifying her clinical skills.

For the past 2.5 years, Amy has focused on educating the next generation of healthcare professionals as a lead instructor in Yavapai College's Certified Nursing Assistant (CNA) program. Her commitment to accessible and quality education is evident in her authorship of two Open Educational Resources (OER) courses for Allied Health. Currently, she is pursuing a Bachelor of Science in Nursing (BSN) at Yavapai College, further enhancing her skills and knowledge to enrich her teaching and clinical practice.

Amy is deeply passionate about mentoring and teaching aspiring healthcare professionals. By combining her extensive clinical experience with her dedication to education, she inspires and supports the success of future caregivers.



# Be More



## **Amy Bell, Div 5 Biology**

Amy Bell, an Arizona native from Prescott, has roots at the college, having attended summer classes at YC as a child. She began her teaching career as a high school science instructor in the Phoenix area, where she spent the first decade of her professional life. Amy then transitioned to working full-time at the community college level, becoming a professor in the Maricopa district in 2011, where she taught biology and anatomy/physiology to students pursuing careers in the allied health professions. In 2022, Amy returned to her hometown to join Yavapai College, where she is happy to serve students at both the Prescott and Verde campuses. Outside of the classroom, Amy enjoys exploring the outdoors with her twins and husband, and she has a passion for quilting and birdwatching.

# Be More



## **Brian Magarrell, Div 1 CTE**

Brian Magarrell has spent most of his life in the construction industry, starting as a young boy helping his dad with custom house projects. During high school, he completed four years of R.O.P. Construction courses, laying the foundation for his future career. After graduating, Brian went straight into construction insurance repair, taking on projects that ranged from small repairs to complete rebuilds. By the age of 25, he earned his contractor's license and successfully ran his own business for 22 years. Today, Brian is honored to serve at Yavapai College, where he shares his expertise and passion with the next generation, teaching them how to build a future with their hands.

# Be More



## Carl Miller, Div 1 CTE

My name is Carl Allen Miller, and my journey in hospitality began in high school, working for a local catering company in Detroit, Michigan. In 1984, I was accepted into the Culinary Institute of America (CIA), graduating two years later. My career took off with the food service division of Nestlé, where I embraced opportunities that would shape a lifetime of experiences.

A transfer to St. Thomas, U.S. Virgin Islands, marked the beginning of an incredible chapter, spanning over 25 years across seven Caribbean islands, four countries in Africa, Afghanistan, Pakistan, India, and post-Perestroika Russia. I held esteemed roles as Executive Chef and Regional Corporate Chef, gaining a deep understanding of global cuisines and hospitality practices.

Beyond culinary leadership, I have had the privilege of teaching culinary and hospitality courses, coordinating internship programs, and even instructing at the German Embassy in Afghanistan. These experiences fueled my passion for mentoring the next generation of industry professionals.

With over 47 years of expertise in the culinary and hospitality industries, I hold an impressive educational background, including degrees from the Culinary Institute of America, a Bachelor's from the Art Institute, and a Master's from New Mexico State University. I am certified by the American Culinary Federation as a Certified Culinary Educator (C.C.E.), Certified Executive Chef (C.E.C.), and Certified Culinary Administrator (C.C.A.), as well as by the American Hotel and Lodging Association as a Certified Hospitality Educator (C.H.E.). Additionally, I hold a WSET Level 1 and a CCTP certification.

For the past 15 years, I have dedicated myself to education, preparing students for successful careers in hospitality while instilling in them the importance of giving back to their communities.

Be More



## **Cassi Gibson Hussen, Div 1 CTE**

Cassi graduated from Yavapai College in 2011 with an associate degree in E&I Technology, the same program she now teaches. After graduating, she worked for a global company where she commissioned and managed over 15 large-scale utility solar facilities across the nation. Following several years in the solar industry, Cassi transitioned into the wind sector, working as a Quality Manager on wind turbine systems. Ultimately, she returned to Arizona and accepted a position as an educator at Yavapai College. Cassi is passionate about sharing her knowledge and experience with past, present, and future students interested in the E&I industry!

# Be More



## David Kingsley, Div 4 English

David Kingsley was born in Toledo, Ohio in 1983 and graduated from Bowling Green State University in 2007 with a bachelor's degree in English education and minors in English and film. In July 2008, David moved to Chino Valley, Arizona with his high school sweetheart and wife, Amy, after the local high school offered David a teaching position. David completed his master's degree in English literature from Northern Arizona University in December 2012, allowing him to serve as Yavapai College's dual-enrollment instructor at Chino Valley High School's campus between 2015 and 2022. During these years, David enjoyed academic success. He presented his paper, "It Came from Four-Colour Fiction: The Effect of Horror comics on the Fiction of Stephen King" at Oxford in 2007 and presented "Fascism and Its Corruption of the Erotic in the Works of Alan Moore" for the annual Film and History conference in Milwaukee in 2010. His research, "*Elm Street's Gothic Roots: Unearthing Incest in Wes Craven's 1984 Nightmare*" was published in *The Journal of Popular Film and Television* in 2013, and "The Child Is Father to the (Bat)Man: The Inverted Parent-Child Dynamic in DC Comic's Dynamic Duo" was published in *Dick Grayson, Boy Wonder: Scholars and Creatorson 75 years of Robin, Nightwing and Batman*, two years later. After COVID-19, David joined Yavapai College's English faculty full-time. Today represents greatest professional achievement, and he owes his continued success to his colleagues and administrators in Division IV and the English department.



# Be More



## **Eli Humes, Div 1 CTE**

Hello, I'm Eli Humes, a Professor of Advanced Manufacturing at Yavapai College, a Certified Personal Trainer of the International Sports Sciences Association (ISSA-CPT), a Certified Personal Trainer of the National Academy of Sports Medicine (NASM-CPT), and a proud U.S. Army veteran.

With over a decade of hands-on experience as a millwright, firefighter, and military servicemember, I thrive in environments where problem-solving and craftsmanship are key. I love building things from scratch, creating dynamic projects, and teaching students practical skills in welding, fabrication, and mechanical maintenance. I enjoy being a jack of all trades. I am currently pursuing another BA in Sports and health medicine. For me, life is all about the challenges you tackle, the skills you sharpen, and the moments that shape you.

# Be More



## **Kirk LaPlace, Div 1 CTE**

Kirk has been a power lineman for over 30 years. Entering the Utility Workers Industry in 1985 while in the USAF, leading the AK Elmendorf AFB Runway electrical crew before he separated and joined the IBEW as an Apprentice at CAL-NEV JATC. After completing his training he worked in the western states, as far east as Michigan, to build, maintain and assist in power restoration due to storm damage of our American power grid. He brings his knowledge of the different construction rules for the different areas he has worked in as well as a knowledge of how to travel and the etiquette the new employees, our students, need to know to work, survive and prosper while keeping our lights on.

Kirk has a bachelor's degree in business administration and is currently working on his Master of Education Technology and Instructional Design. He holds a Master black belt in Tae Kwon Do (6<sup>th</sup>) and uses this martial arts training to help the student get in shape for the grueling tests they will encounter as part of their application process to the various utilities in the area. He looks forward to making YC's Electrical Utility Department the best source of pre-apprentices in America.

# Be More



## **Lindsay Masten, Div 3 Visual Arts**

Lindsay Masten has been a multidisciplinary designer for over 15 years, with expertise spanning architecture, graphic design, digital development, and marketing. She holds a Bachelor of Architecture from Cal Poly San Luis Obispo and an MFA in Graphic Design from Academy of Art University, San Francisco. Her work has garnered recognition from the American Advertising Federation, IDA Design Awards, DNA Paris Design Awards, Pentawards, and Communication Arts, which honored her with a Typographic Excellence award in 2024. Since 2022, Lindsay has brought her wealth of experience to the classroom at Yavapai College, where she has redesigned the Graphic Design program to be more industry competitive. In addition to her teaching role, Lindsay serves as Chair of the Planning & Zoning Commission of Cottonwood, where she leverages her architectural expertise in community development.

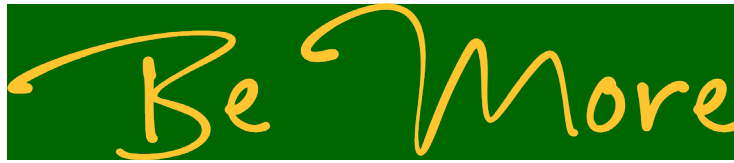


Be More



## Maureen Costa, Div 3 Visual Arts

Maureen Costa joined the Yavapai College Visual Art Department in 2022. She has been teaching foundations in visual art since 2005. She taught studio art courses at ASU from 2005 – 2010. She then accepted a position at NAU in 2012 and was part of the NAU Foundations Program until 2019. During this time, she also taught studio courses at Yavapai College and Coconino Community College. She is working primarily with the high school students at Arizona Agricultural and Equine Center on the Prescott Valley Campus in addition to online classes for Yavapai College. She holds a BFA in Sculpture, a BA in Religious Studies, and an MFA in Wood Sculpture from Arizona State University. Originally from New York City, Maureen has been part of an artist's community since kindergarten, and she loves being able to teach and inspire future generations of students in the arts.



## **Tiffany Kragnes, Div 2 Health Sciences & Public Services**

Dr. Tiffany Kragnes joined Yavapai College as an Associate Professor of Law in the Paralegal Studies Program and transitioned to the role of Program Director in the summer of 2024. In the fall of 2024, she was also named Peer Mentor Program Director.

Dr. Kragnes earned her Juris Doctorate in 1998 from Drake University in Des Moines, Iowa, where she began her legal practice focusing on family, juvenile, and criminal law. She also holds a Master of Public Administration from Upper Iowa University, as well as a Master of Philosophy and a Ph.D. in Criminal Justice from Walden University.

Since transitioning to full-time academia in 2014, she has remained active in legal practice and is licensed to practice in Arizona, Iowa, and federal district courts. Alongside her legal expertise, Dr. Kragnes is deeply engaged in the academic community. She serves as Vice Chair of the Teaching, Learning, and Scholarship section for the Academy of Criminal Justice Sciences and has presented annually on various scholarly and teaching topics at its conferences since 2018.

Dr. Kragnes embraces the Arizona lifestyle and values the sense of belonging she has found at Yavapai College.

**Yavapai College  
Budget to Actual Status by Fund  
January 2025**

The President's Monthly report below provides a brief financial status of each of the District's five funds as of January 31, 2025.

Source: Monthly Revenue and Expenditure  
Financial Reports

General Fund



As of January 31, 2025, the General Fund has a surplus of \$4,295,000. This is primarily the result of tuition and fee revenue for the spring 2025 semester. Third quarter State Appropriations were received in January. 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 revenues, expenses and encumbrances should 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 January 31, 2025, the Auxiliary Fund has a moderate surplus due to the collection of spring 2025 semester room revenues. This will even out over the remaining fiscal year. For the fiscal year ended June 30, 2025, the Auxiliary Fund may have a small deficit primarily due to the new food services operation.

Unexpended Plant Fund



As of January 31, 2025, the Unexpended Plant Fund has a surplus of \$1,718,000 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 January 31, 2025, the Restricted Fund has a moderate surplus and is expected to be within budget for the fiscal year.

### Debt Service Fund



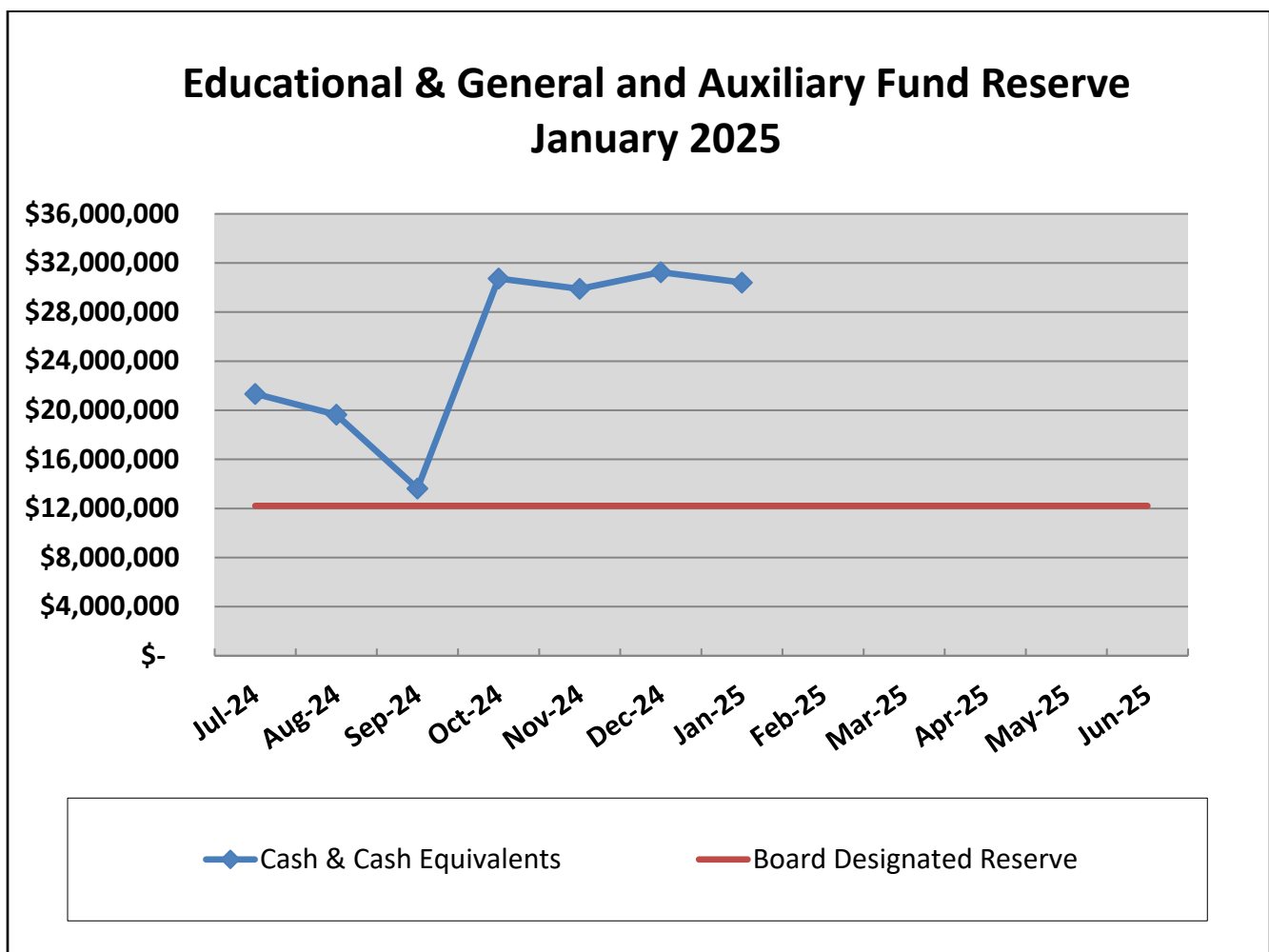
The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds and includes the interest earned on the unspent 2024 Revenue Bond debt proceeds. The interest earned on the debt proceeds will be transferred to the Plant fund later in the fiscal year.

For the fiscal year ended June 30, 2025, the Debt Service Fund is projected to have a small surplus due to the interest earned on unspent bond proceeds.

## Yavapai College Cash Reserves January 2025

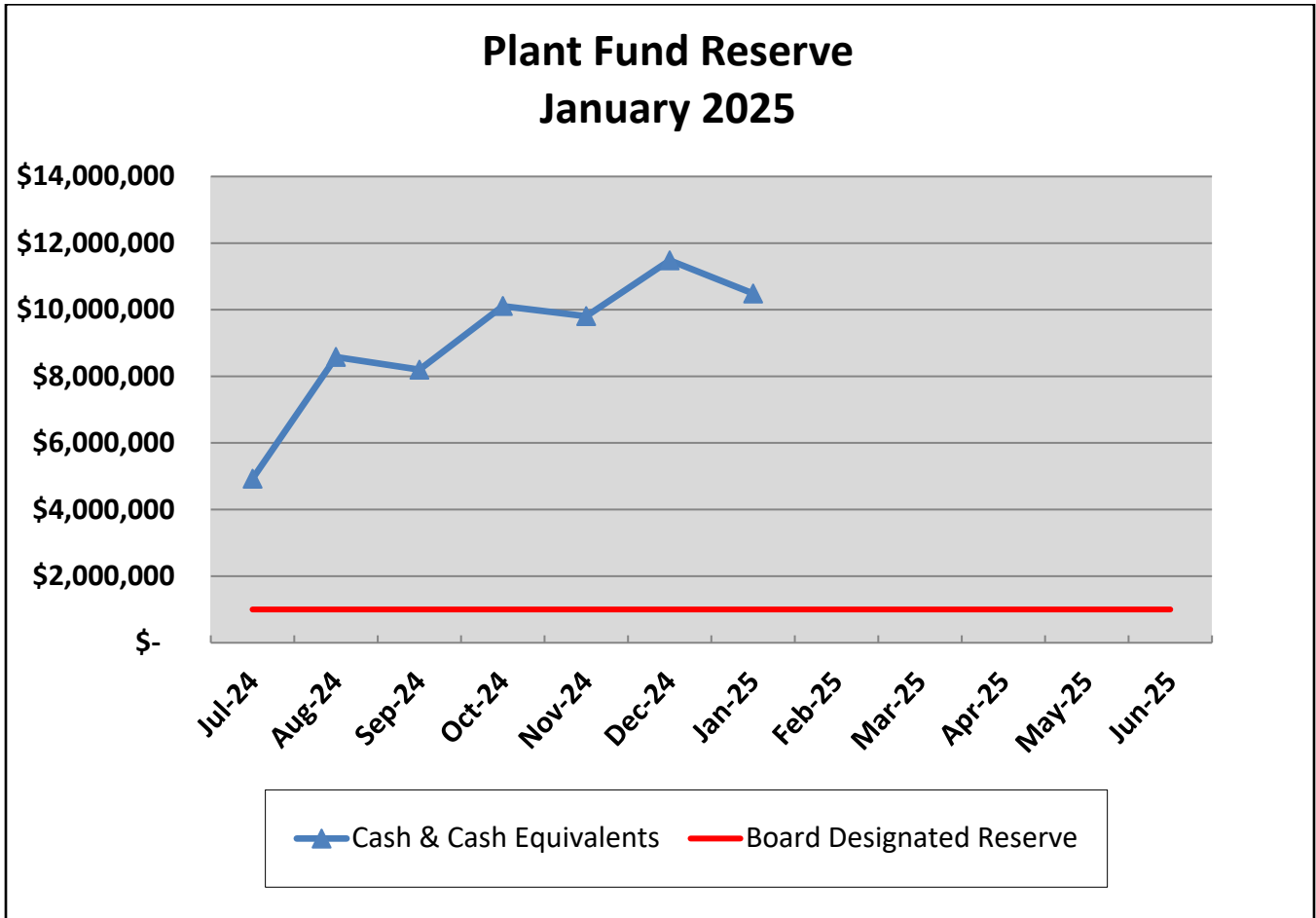
The President's monthly report on cash reserves below displays the District's reserves at As of January 31, 2025, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance



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

As of January 31, 2025, Current Fund reserves have exceeded the DGB's reserve requirements.



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

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

**2024-2025**  
**District Governing Board**  
**Calendar Dates**

<b>Dates, Time, and Location</b>	<b>Board Study Sessions</b>	<b>Board Meeting Type</b>
<b>Tuesday, February 18, 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 20, 2025</b> <b>1:00pm</b> <b>Rock House</b>		Business Meeting 1:00pm
<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>

**YAVAPAI COLLEGE DISTRICT GOVERNING BOARD  
RESOLUTION REAFFIRMING DELEGATION OF AUTHORITY AND  
ACCOUNTABILITY TO PRESIDENT**

**RESOLUTION 2024-18**

**RECITALS:**

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

**WHEREAS, the Board's sole official connection to the operational organization, its achievement, and conduct is through the College President;**

**WHEREAS, only officially passed motions of the Board shall be binding on the President;**

**WHEREAS, 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;**

**WHEREAS, In the case of Board members 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;**

**WHEREAS, 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;**

**WHEREAS, the Board fully understands proper use of authority including the clear distinction of Board and Staff roles and collective rather than individual authority of the Board;**

**WHEREAS, the Board acts consistent with its own policies and those imposed upon it by law and regulations;**

**ENACTMENTS:**

**NOW THEREFORE BE IT RESOLVED AND REAFFIRMED that the Yavapai County Community College District Governing Board Pursuant to A.R.S. 15-1444(A)(6) & (B)(4), delegates to the College President all of its authority to operate the college and employ, except for any actions taken with regard to a contract of employment for the position of College President. The Board will 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.**

**This shall be based on the following principles:**



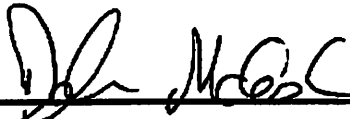
1. Accordingly, decisions or instructions of individual Board members, or officers shall not be binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
2. The Board shall not evaluate, either formally or informally, any staff other than the President.
3. The President shall be authorized to establish all college operational policies, make all decisions, take all actions, establish all practices, and develop all activities.
4. As long as a specific Board delegation is in place, the Board shall respect and support the President's choices.

NOW, BE IT ALSO RESOLVED that the Governing Board delegates to the President such additional authority as is necessary to ensure that College operations meet the changing needs of our students and business and industry employers.

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

PASSED AND ADOPTED by the Yavapai County Community College District Governing Board this 19th day of November 2024.

**Approved as to form:**



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**Ms. Deb McCasland, Board Chair**



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**Mr. Chris Kuknyo, Board Secretary**

**Yavapai College**  
District Governing Board  
Regular Meeting

Tuesday, November 19, 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 Sigafos, 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 – via ZOOM  
Ms. Deanne Petty, DGB Coordinator

**MINUTES**

<https://yavapai.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=967940c0-d90b-4463-b1b8-b22e010cb72c>

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 Kuknyo.

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

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

2. Study Session

- a. President’s Reports - Dr. Lisa Rhine - **INFORMATION** {Time: 60}

*Recorded discussion and comments are available and begin at 6:13.*

Dr. Rhine announced that Yavapai College is preparing to offer a three-year, 92-credit Bachelor of Applied Science in Business, pending approval from the Higher Learning Commission (HLC), with an anticipated launch in fall 2025. The District Governing Board has approved the program, and a decision is expected following the HLC’s February meeting. Dr. Rhine also highlighted the selection of a presentation on the program by the Community College Baccalaureate Association (CCBA), along with another presentation on building coalitions for four-year degree success. Additionally, Yavapai College student Ashley Darling was named the CCBA Student Scholar of the Year, earning a scholarship and national recognition. Dr. Rhine further announced that Yavapai College is a Bellwether Top 10 finalist for 2025, marking the third time in four years the college has received this honor. Chair McCasland reinforced the prestige of the Bellwether recognition and shared positive feedback from a workshop on the college campground presented at the Association of Community College Trustees (ACCT) convention.

- 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*)

*Recorded discussion and comments are available and begin at 9:57.*

Dr. Berry introduced Dr. Alex Barber, president of the Faculty Association, to share a faculty senate report. Dr. Barber shared updates from the Faculty Senate. Special recognition was given to Ms. Gillian Troxel and Ms. Jennifer Riley for their contributions to the YC Nursing Faculty Association and the Computer Science Department, respectively, along with praise for Dr. Tara O’Neill’s work at the Family Enrichment Center (FEC). Additionally, Mr. Philip Reed was commended for his guest speaker role and participation in Microsoft’s AI-900: Azure AI Fundamentals certification training.

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

*Recorded discussion and comments are available and begin at 16:03.*

Dr. Nix introduced Ms. Ginney Bilbray, the Vice President of the Yavapai College Staff Association (YCSA) and a librarian at the Prescott campus. Ms. Bilbray provided an update on YCSA's winter activities, highlighting the ongoing food drive aimed at assembling holiday meal boxes with support from students, faculty, and student services. To date, YCSA has raised \$835 in donations, along with \$225 in gift cards, totaling \$1,060 toward their \$2,000 goal. Plans are in place for assembling and distributing the meal boxes and organizing angel trees to support students in need.

3. Student Government Association – Ms. Susanna Marcinek, President of Yavapai College Student Government Association (*Attached*)

***Recorded discussion and comments are available and begin at 20:24.***

Mr. Jenkins introduced Ms. Susanna Marcinek, praising her transformative journey at Yavapai College. Dr. Rhine acknowledged her achievements and expressed gratitude for her contributions. In her address, Ms. Marcinek thanked the board for the opportunity to speak and shared a personal story of resilience, emphasizing her appreciation for the college's support. She also provided an update on the Student Government Association's initiatives, highlighting communication plans, collaborations with clubs and organizations, and the development of a student resource hub.

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

There were no comments or questions about the report.

- 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

***Recorded discussion and comments are available and begin at 27:40.***

Chair McCasland provided an update on the board's involvement in college events and outlined plans for future meetings before transitioning to the Yavapai College Foundation report. Member Bracety shared key updates from the Foundation meeting, including enrollment statistics and the introduction of a new Chief Development Officer, Ms. Nicole Kennedy. He also highlighted a special presentation by Ms. Heather Mulcaire and announced a partnership with the Arizona Community Foundation. Additionally, Member Payne reported on the success of the 10th Annual Wine and Dine event, which raised funds for scholarships and student activities.

- c. 2024-2025 Dates, Time, and Places of Future Meetings, Workshops, and Retreats-  
**INFORMATION, DISCUSSION, AND DECISION** {Time: 5} (*Attached*)

*Recorded discussion and comments are available and begin at 33:25.*

Executive Assistant, Ms. Yvonne Sandoval, proposed future meetings and workshop dates, including the February board meeting date change and an additional workshop on January 14, 2025.

**Member Bracety moved, seconded by Secretary Kuknyo, to approve the Revised 2024-2025 Dates, Time, and Places of Future Meetings, Workshops, and Retreats. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).**

### 3. Board Business

- a. Expenditure Limitation – Dr. Clint Ewell, Vice President of Finance –  
**INFORMATION, DISCUSSION, AND DECISION** {Time: 20}

*Recorded discussion and comments are available and begin at 36:40.*

Dr. Ewell provided a historical overview of Arizona’s expenditure limit, explaining its origins in a 1980 voter-approved amendment that restricts spending per capita based on inflation-adjusted local revenues. He emphasized that the limit does not restrict revenue generation but rather spending, particularly affecting local revenues from property taxes and state appropriations. Exceeding the limit could result in penalties, including the loss of state funding. Dr. Ewell then discussed the significant technological and infrastructure advancements since 1980, highlighting Yavapai College’s growth, the expansion of technology and software in education, and the rising costs associated with supporting new programs and maintaining updated facilities. He noted the 14% growth in enrollment in recent years but acknowledged an overall 22% decline from previous peaks, creating pressure on the expenditure limit, particularly with the increasing cost of Career Technical Education programs. Dr. Ewell also addressed strategies for reallocating funds to optimize usage and reduce subsidies, pointing to A.R.S. § 15-1471 as a mechanism for resetting the expenditure base through voter approval. Chair McCasland and Secretary Kuknyo discussed the need to reset the base due to shifts in traditional student enrollment, emphasizing that this adjustment would not raise taxes but allow for more flexible spending.

**Member Payne moved, seconded by Member Sigafos, to approve research regarding peer institutions’ expenditure limitation reset elections, including developing steps and a timeline, with the intent of including the issue on the November 2026 election ballot, and requesting administration to prepare a formal resolution for the governing board to be considered no later than January 2026 board meeting. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).**

*Short Break*

- b. Policy Review and Policy Update Proposal – Dr. David Borofsky -  
**INFORMATION, DISCUSSION, AND DECISION** {Time: 30} (*Attached*)

*Recorded discussion and comments are available and begin at 1:06:18.*

Dr. Borofsky introduced proposed changes to Policy 310 (College Code of Conduct and Ethics) and Policy 306 (Conflict of Interest), emphasizing the importance of governance, delegation of authority, and the board's role in policy implementation. The conversation then shifted to board conduct and communication, with Dr. Borofsky stressing the need for open dialogue between the board and the president while maintaining professional interactions. Chair McCasland reinforced the distinction between governance and administration, ensuring board members understood their collective decision-making responsibilities.

Dr. Borofsky highlighted the potential impact of board actions on institutional accreditation, referencing past cases where governance issues led to accreditation concerns. He emphasized the necessity of professional development and active participation in college events. The discussion then addressed board members' interactions with staff, with Chair McCasland and Secretary Kuknyo clarifying that board members should direct concerns to the college President rather than engaging with faculty and staff independently.

Confidentiality was a major point of discussion, with Dr. Borofsky and Attorney Adams underscoring the legal and ethical obligations of board members, particularly regarding executive sessions. The board discussed corrective actions, including restricting conference travel for members who failed to uphold confidentiality. The conversation extended to board members' interactions with the media, where concerns were raised about how public statements could reflect on the college. Dr. Borofsky clarified that while board members could speak as individuals, they should avoid publicly criticizing the institution or the President.

**Member Sigafos moved, seconded by Secretary Kuknyo, to retitle YC Board Policy 306 to “Conflict of Interest” and adopt it with the modifications requested by the board during the discussion. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).**

**Member Bracety moved, seconded by Secretary Kuknyo, to approve Policy 310 with the modifications requested by the board during the discussion. Motion carried 3:2 (Ayes: McCasland, Kuknyo, and Bracety; Nay: Sigafos and Payne).**

The discussion concluded with a review of policy modifications, with Dr. Borofsky committing to refining language for clarity. Chair McCasland and Secretary Kuknyo emphasized the importance of onboarding new board members with these policies in place. Member Payne inquired about the timing of policy implementation, with Chair McCasland confirming the need to define board roles to prevent governance issues. Dr. Borofsky referenced similar policies in other Arizona community colleges and agreed to return for further review.

- c. Consent Agenda – **DECISION** {Time: 5}



- i. Special Meeting Minutes – Thursday, October 17, 2024 (*Attached*)
- ii. Board Executive Session Confidential Minutes – Thursday, October 17, 2024
- iii. Regular Meeting Minutes – Tuesday, October 29, 2024 (*Attached*)
- iv. Board Executive Session Confidential Minutes – Tuesday, October 29, 2024
- v. Nursing Tuition Correction for Fiscal Year 2026 (*Attached*)
- vi. 2024-18 Yavapai College District Governing Board Resolution
- vii. Receipt of Report on Revenues and Expenditures for October 2024 (*Attached*)

***Recorded discussion and comments are available and begin at 2:10:42.***

Member Payne requested the removal of item c.vi from the Consent Agenda for discussion.

**Secretary Kuknyo moved, seconded by Member Sigafos, to approve the Consent Agenda with the exception of item c.vi, 2024-18 Yavapai College District Governing Board Resolution. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).**

Member Payne raised concerns about the clarity of obligations regarding reasonable requests, suggesting explicit criteria be included in the Resolution. Chair McCasland emphasized the President's discretion in determining the reasonableness of requests, citing operational examples, while Attorney Adams proposed rewording the resolution to address compliance with reasonable requests. Dr. Borofsky provided insight into the original policy, explaining that board members could seek the full board's direction if the President denied a request due to workload. Attorney Adams referenced a similar policy subsection for dispute resolution, reinforcing the Resolution's intent to establish clear operational expectations for incoming board members.

Member Payne initiated further discussion on additional agenda items, particularly seeking clarification on "delegation" within board operations. Attorney Adams provided examples of board delegation and its potential withdrawal, but Member Payne found the wording unclear and suggested revisions. While Chair McCasland supported the current language, Member Payne proposed adding "community" before "employers" to ensure alignment with workforce programs. Dr. Borofsky explained the term "employers" encompassed business and industry needs.

**Member Payne moved to approve the Resolution with the discussed changes.** Member Payne requested clarification on an information request area within the policy. Attorney Adams suggested including language about disruptive behavior and dispute resolution, leading to further debate. Chair McCasland supported two of Member Payne's points but opposed the third. **The motion received no second and failed on the floor.**

**Member Sigafos moved, seconded by Secretary Kuknyo, to approve item c.vi, 2024-18 Yavapai College District Governing Board Resolution with the two modifications requested by the board during the discussion. Motion**

carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, Bracety and Payne).

- d. Parting Comments from Departing Board Members and Farewell: Mr. Ray Sigafos and Mr. Chris Kuknyo – Board Chair Deb McCasland – **INFORMATION AND DISCUSSION**

*Recorded discussion and comments are available and begin at 2:26:00.*

Chair McCasland expressed sadness over the departure of Board Members Ray Sigafos and Chris Kuknyo, acknowledging Secretary Kuknyo's transition to the Board of Supervisors and Member Sigafos's 19 years of dedicated service. Secretary Kuknyo reflected on their time working together, emphasizing the board's shared commitment to student success and the impact of their discussions and decisions on the college's operations. Secretary Kuknyo highlighted key accomplishments, including the redirection of taxpayer-funded scholarships, increased private funding, student empowerment, and Yavapai College's progress in graduation rates and bachelor's degree offerings. He also praised the board's efforts in expanding career and technical education, acquiring a camp for student housing, and addressing workforce development needs.

Member Sigafos reflected on his tenure, emphasizing the value of history in governance and learning from past experiences. He discussed his 43 years of involvement in higher education and the evolution of the community over the last 55 years. Member Sigafos recounted significant improvements made during his time on the board, including an overhaul of the IT department for student record security, the establishment of vineyards and a winery, the reconstruction of the Clarkdale campus, and the addition of the CTEC property, with a commitment to honor Jim Horton in its naming. He also addressed longstanding debates over East and West County resource allocation, population disparities, and board representation.

Chair McCasland and Dr. Rhine presented Member Sigafos and Secretary Kuknyo with a remembrance gift in appreciation of their service.

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

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

Regular Meeting adjourned at 3:57 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. Steve Bracety, Secretary

**Yavapai College**  
District Governing Board  
Workshop

Tuesday, January 14, 2025  
9:00 a.m.

The meeting location will be open to the public at 8:45 a.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. Steve Bracety, Secretary  
Mr. Patrick Kuykendall, Board Member  
Mr. Toby Payne, Board Member  
Mr. William Kiel, 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=f89dbed5-e51b-439e-b8e4-b2680133af46>

1. General Functions: Procedural
  - a. Call to Order

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

- b. Election of Board Officers – Chair, Secretary, and Board Member Liaison Committee Appointments for 2025 – **DISCUSSION AND DECISION**

*Recorded discussion and comments are available and begin at 07:53.*

Members Kiel and Payne raised a question regarding the approval of the agenda, and Attorney Adams clarified that there was no legal requirement that the agenda be approved before proceeding. The discussion then moved to the election of board officers, with nominations for the chairperson.

**Member Kiel made a motion, seconded by Member Payne, to table the board officer elections until the January 28, 2025 meeting. Motion failed 3:2 (Ayes: Payne and Kiel; Nays: McCasland, Bracety, and Kuykendall.)**

Member Deb McCasland and Member Toby Payne were nominated. Arguments for and against each candidate were presented, focusing on experience, representation, and leadership skills.

**Member Kiel nominated and moved, seconded by Member Payne, that Member Payne be elected Board Chair for a 2-year term. Motion failed 3:2 (Ayes: Payne and Kiel; Nays: McCasland, Bracety, and Kuykendall).**

**Member Bracety nominated and moved, seconded by Member Kuykendall, that Chair McCasland be elected Board Chair for a 2-year term. Motion carried 3:2 (Ayes: McCasland, Bracety, and Kuykendall; Nays: Payne and Kiel).**

**Chair McCasland nominated and moved, seconded by Member Kuykendall, that Member Bracety be elected Board Secretary for a 2-year term. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

**Chair McCasland made the appointments of Board Liaisons. She appointed herself as the Arizona Association of Community College Trustees (AACCT) Liaison and Spokesperson of the Board. She appointed Secretary Bracety as the Liaison for Yavapai College Foundation.**

c. Adoption of Agenda – **DECISION**

*Recorded discussion and comments are available and begin at 27:13.*

**Secretary Bracety moved, seconded by Member Kuykendall, to adopt the agenda. Motion carried unanimously (Ayes: McCasland, Kuknyo, Sigafos, and Bracety).**

***SHORT RECESS***

2. Statement Regarding Legality of College Operations – Atty. Lynne Adams, Board Attorney - Osborn Maledon

*Recorded discussion and comments are available and begin at 34:42.*

Attorney Adams provided a statement for clarification on the legality of college operations. Attorney Adams refuted recent public statements questioning the President's authority, explaining that the governing board is responsible for setting policies and overseeing operations, while the President and college employees execute the board's directives. She

likened the board's role to that of a corporate board of directors, with the President functioning as a CEO. Attorney Adams noted that Yavapai College's governance structure is the same as that of the Arizona Board of Regents, where university presidents manage daily operations while the board of regents sets policies and approves major plans. She affirmed that both the governing board and Dr. Rhine are fulfilling their legal responsibilities.

3. Study Session – Mr. Ken Burke, Association of Community College Trustees Workshop Consultant & Dr. David Borofsky, Arizona Association of Community College Trustees Executive Director
  - a. Retreat Purpose and Objective – **INFORMATION and DISCUSSION**
  - b. Building a New Team – **INFORMATION and DISCUSSION**
    - i. Who We Are: Our Stories and Our Values
    - ii. Our Vision, Mission, and Values
  - c. Board/President Relationship and Trust Building – **INFORMATION and DISCUSSION**
    - i. Characteristics of Effective Teams
    - ii. Expectations of the President and the Board
    - iii. Delegation of Authority
  - d. Effective Trusteeship Parameters – **INFORMATION and DISCUSSION**
    - i. Legal Authority, Open Meetings, and Executive Sessions
    - ii. Confidentiality and Personal Liability
    - iii. Parliamentary Procedure
    - iv. Accreditation Standards and Association of Community College Trustee Guidelines
    - v. Key Yavapai College Policies
  - e. Roles, Responsibilities and Best Practices – **INFORMATION and DISCUSSION**
    - i. Policy vs. Operations
    - ii. Communication Protocols
    - iii. Fiduciary Responsibilities
    - iv. Top Twenty Truths
  - f. Practical Applications – **INFORMATION and DISCUSSION**
    - i. Effective Meetings
    - ii. Code of Ethics and Conduct
    - iii. Accountability and Recourse
    - iv. How Do We Measure Up?
  - g. Board Members' Comments on Chapter Six, Trusteeship in Community Colleges – **INFORMATION and DISCUSSION**
  - h. The College's Future – **INFORMATION and DISCUSSION**
    - i. Critical Issues Facing the College and the Community
    - ii. Board Goals for 2025



iii. Board Professional Development

*Recorded discussion and comments are available and begin at 36:53.*

The workshop then transitioned to a study session with Ken Burke from the Association of Community College Trustees (ACCT) and Dr. David Borofsky focusing on governance principles and best practices. An icebreaker was conducted to introduce board members and staff, sharing personal backgrounds, reasons for serving on the board, and favorite vacation spots.

Key governance principles discussed included the board's role in setting policies, oversight through monitoring reports, and the importance of creating a positive climate at the college. The delegation of operational decisions to the President and the relationship of that issue to accreditation were also highlighted. The session emphasized the need for effective communication, collaboration, and understanding of each other's roles to advance the college's mission.

A summary of the issues discussed by Mr. Burke, Dr. Borofsky, board members, and President Rhine is provided below:

1. **Accreditation and Board Involvement:**
  - a. Accreditation issues often arise from financial problems.
  - b. Higher Learning Commission (HLC) is the accrediting body for Yavapai College.
  - c. HLC requires the Board to delegate management responsibilities to the CEO/President.
  - d. Issues arise when boards manage day-to-day operations.
2. **Board Policies and Carver Model:**
  - a. The College previously followed the Carver model of governance, but has since moved away from it.
  - b. Current policies are not entirely aligned with the Carver model.
  - c. The Board focuses on policy, while the President handles operations.
3. **Board Responsibilities and Authority:**
  - a. The Board's power comes from acting collectively, not individually.
  - b. Board members have no individual authority to change College operations.
  - c. The Board Chair has designated responsibilities as per board policies.
  - d. Board members must work together with the President to advance the College.
4. **Shared Governance and Decision Making:**
  - a. The College follows a participatory governance model, ensuring faculty primacy in academic decisions.
  - b. All voices, including students and staff, are included in decision-making processes through the College Council.
  - c. The model aligns with legislative and accreditation requirements.

5. **Board Policies vs. State Legislation:**
  - a. Board policies can be more restrictive than state statutes but cannot violate state statutes.
  - b. Board members can seek legal advice if they have concerns about policy compliance with state law.
6. **Communication and Transparency:**
  - a. Board members should not seek out issues from employees directly.
  - b. Employees should address concerns through their supervisors or the President.
  - c. Board members should redirect public or employee concerns to the President.
7. **Board Meetings and Packet Distribution:**
  - a. Board packets are distributed electronically on the Friday before Tuesday meetings.
  - b. The timing ensures up-to-date financial information but may limit time for board members to review materials.
8. **Board Member Engagement and Education:**
  - a. Board members should be engaged, informed, and attend College events.
  - b. Continuous education through workshops at board meetings is essential.
  - c. The President should facilitate board member involvement and provide necessary information.
9. **President's Role and Support:**
  - a. The President must respect the board's role and provide adequate information.
  - b. The President must publicly and privately support the board.
  - c. The President should facilitate board member involvement in the community and College events.
  - d. The President and her team should ensure the board book is comprehensive and timely.
10. **Challenges and Support for the President:**
  - a. Presidents face challenges such as political issues, community concerns, and diminished state funding.
  - b. Supporting the President's mental health and professional development is crucial.
  - c. The board should support the President in attending conferences and retreats for professional growth.

The meeting concluded with a reminder of the importance of maintaining the College's reputation and focusing on student success. The board plans to continue discussions on these topics in future meetings.

4. Adjournment of Board Workshop: Procedural – **DECISION**

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

Workshop adjourned at 2:58 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. Steve Bracety, Secretary

**Yavapai College**  
District Governing Board  
Budget Workshop

Tuesday, January 28, 2025

9:00 a.m.—changed to 10:00 a.m. because of weather conditions  
The meeting location will be open to the public at 8:45 a.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. Steve Bracety, Secretary – Arrived to meeting at 1:52 p.m., did not participate in meeting prior to that time

Mr. Patrick Kuykendall, Board Member

Mr. Toby Payne, Board Member

Mr. William Kiel, 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=030f72e8-4f5b-4c6c-98cf-b27301860a67>

1. General Functions: Procedural
  - a. Call to Order

Chair McCasland called the Yavapai College District Governing Board Workshop to order at 10:00 a.m. The board meeting was delayed an hour due to weather, and notice of the delay was posted on the College's website, along with a notice on the boardroom door.

- b. Board Meeting Procedure – Board Chair Deb McCasland – **INFORMATION**  
{Time: 5}

***Recorded discussion and comments are available and begin at 04:34.***

Chair McCasland outlined the agenda, emphasizing the necessity of adhering to the open meeting law and limiting discussions to agenda items. Chair McCasland provided guidelines for question and discussion periods, detailing the order of board member participation and setting time limits for questions and responses. With these instructions in place, she proceeded with the meeting.

2. Study Session

- a. Yavapai College District Governing Board Resolution 2024-16 Directing the President to Create a Comprehensive Academic Program Portfolio Evaluation Process – Dr. Lisa B. Rhine, President - **INFORMATION AND DISCUSSION** {Time: 90}
  - i. Program Portfolio – Ms. Mary Pahissa Upchurch, Executive Vice Yavapai College’s Academic President at Gray DI (Attached)
  - ii. Academic Master Plan – Dr. Doug Berry, Provost and Dr. Marylou Mercado, Vice President of Workforce Development & Health Sciences

***Recorded discussion and comments are available and begin at 06:41.***

Dr. Berry introduced Ms. Mary Upchurch, an executive vice president at Gray Decision Intelligence, who provided an overview of the academic program portfolio planning initiative at Yavapai College. Ms. Upchurch outlined Yavapai College’s academic portfolio planning initiative, emphasizing data-driven decision-making, program market analysis, economic sustainability, and predictive program size. She discussed dashboards integrating key statistics for course planning, curriculum mapping, and market demand assessment. Using bubble charts, she illustrated program enrollment sizes, award levels, and market positioning, highlighting opportunities for online education growth.

Member Kuykendall praised the College’s role in supporting the local workforce, while Member Kiel expressed frustration over time constraints for questions, suggesting one-on-one meetings for efficiency.

Dr. Rhine provided an update on the process. Ms. Upchurch highlighted that 78% of Verde Valley students live within 15 miles of campus. Chair McCasland commended Dr. Rhine’s leadership.

Member Kuykendall inquired about how student demand influences decision-making, and Ms. Upchurch detailed factors like interest, enrollment, and completions, using search data to track domestic and international interest. Member Kiel sought clarification on data presentation, including bubble chart meanings and "MSA" (metropolitan statistical area). Dr. Rhine emphasized student engagement in decision-making. Member Payne suggested refining Prescott campus data, which Ms. Upchurch acknowledged as a challenge due to overlapping markets.

Dr. Mercado and Dr. Berry provided an overview of Yavapai College’s academic divisions and the Academic Master Plan Committee. Dr. Mercado oversees workforce

development, sciences, public services, and career and technical education, while Dr. Berry manages visual and performing arts, humanities, STEM, computer science, and accreditation efforts. Dr. Berry explained that the committee -- which is composed of faculty, administrators, student services professionals, and marketing representatives -- evaluates programs using data from Gray Decision Intelligence to assess student interest, market demand, and job opportunities. The committee meets monthly to review programs and make recommendations on sustaining, growing, or phasing out programs based on industry trends and technological advancements.

The discussion then shifted to program evaluation and workforce development, with Member Kuykendall highlighting the impact of the Regional Economic Development Center (REDC) in providing job training for older adults seeking career changes. Dr. Mercado confirmed that REDC supports retraining and upskilling efforts to help residents find sustainable employment. Member Kiel inquired about REDC's revenue impact on the college, but Chair McCasland clarified that the discussion was focused on strategic decision-making rather than financial details. Dr. Mercado and Dr. Ewell emphasized REDC's role in engaging businesses, providing training, and supporting regional economic development through analysis and collaboration with local industries.

The conversation then addressed the broader impact of the College's operations on the community. Chair McCasland stressed the importance of industry partnerships, career fairs, and small business support. Dr. Berry concluded by sharing high-level insights on student engagement in online learning and the growing demand for online bachelor's degrees. With consensus on the importance of strategic planning, Dr. Ewell and the board agreed to move forward with further discussions as needed.

- b. Overview of Arizona Economy – Dr. George W. Hammond, Director of the Economic and Business Research Center – Eller College of Management at The University of Arizona - **INFORMATION AND DISCUSSION** {Time: 60} (*Attached*)

***Recorded discussion and comments are available and begin at 01:08:57.***

Dr. Ewell introduced Dr. George W. Hammond, Director of the Economic and Business Research Center at the University of Arizona, to provide an update on Arizona's economy, including insights on Prescott. Dr. Hammond highlighted strong job growth in the state, outpacing national trends, while noting that Phoenix inflation had fallen below the U.S. average. He discussed slowing housing price increases, the impact of tariffs and immigration policies on inflation and economic growth, and Arizona's labor market, emphasizing its tight conditions and rising wages. Dr. Hammond analyzed Prescott's employment mix and job growth, comparing it to state and national trends, and highlighted Arizona's low unemployment rate of 3.8% versus the national average of 4.1%.



He further examined the impact of inflation, housing affordability, and the rising costs of homeownership and renting, particularly in Prescott. While housing affordability has declined since the pandemic, Arizona remains more affordable than major California markets. He discussed slow overall housing permit activity statewide but noted stronger single-family permit growth in Prescott, which could improve affordability. Dr. Hammond also presented a national economic forecast, touching on GDP growth, interest rates, and trade, emphasizing Arizona's position as a key trade partner with Mexico. He warned about the potential economic disruptions of mass deportations and tariffs, which could impact labor supply and inflation.

Member Kuykendall inquired about tourism, retail, and job trends, with Dr. Hammond confirming migration's role in driving population growth. Member Kiel asked about the data's implications for higher education, tariffs on Chinese imports, and automation's effect on labor participation. Dr. Hammond discussed the uncertainty in economic forecasting, the potential for automation to sustain output growth despite workforce declines, and how labor shortages due to deportations could increase costs. Chair McCasland commented on the future of housing needs and multi-family living. The session concluded with appreciation for the presentation's relevance to College projects and community planning.

- c. 2024-2025 Overview and Environmental Scan of Yavapai County and Yavapai College – Dr. Ewell and Mr. Ryan Jones - **INFORMATION AND DISCUSSION** {Time: 60} *(Attached)*

***Recorded discussion and comments are available and begin at 02:19:21.***

Dr. Ewell introduced Mr. Ryan Jones to present an environmental scan, focusing on external factors such as demographics, economic and workforce trends, education, and technology. Mr. Jones highlighted Yavapai County's aging population, an increasing Hispanic demographic, and economic challenges, including a lower median income and high cost of living. He discussed workforce shortages, particularly in healthcare, and concerns about housing affordability, with costs rising faster than wages. He also reviewed industry trends, noting key sectors like government, healthcare, and education, and emphasized the importance of aligning college programs with job market demands.

Enrollment trends were a major focus, with Mr. Jones discussing the anticipated decline in high school graduates and the shift toward four-year degrees. Dr. Ewell highlighted the growth of online education and the challenge of competing with well-funded national providers. They discussed the impact of teacher shortages on student preparedness and Arizona's low teacher pay. The presentation also covered housing instability, with Member Kuykendall raising concerns about homelessness among veterans and students. Dr. Ewell detailed survey data on housing insecurity, while Member Kiel questioned the survey's methodology and requested additional clarification.

The discussion shifted to financial considerations, including property tax contributions from Verde Valley and the economic impact of Yavapai College's collaboration with Embry-Riddle. Member Payne expressed interest in promoting the College's value and increasing enrollment. Chair McCasland raised concerns about local high school proficiency levels and the need for remedial courses. Dr. Ewell acknowledged funding challenges in education and the lingering effects of COVID on student readiness. The discussion concluded with discussions on early graduation trends and federal support for students, reinforcing the College's role in workforce development and higher education accessibility.

- d. Yavapai College Strategic Plan – Dr. Lisa B. Rhine, President – **INFORMATION AND DISCUSSION** {Time: 60}

*Recorded discussion and comments are available and begin at 03:39:43.  
~ Secretary Bracety arrived at 1:52 p.m.*

Dr. Rhine provided an update on Yavapai College's multi-year rolling strategic plan, emphasizing compliance with Higher Learning Commission requirements and District Governing Board policies. She discussed the shift to a participatory governance model, improving stakeholder engagement and shared decision-making. She highlighted insights from the Alliance for Innovation and Transformation convocation, focusing on the evolving role of technology in education. The strategic planning committee's process included external scans, SWOT analysis, and input from the WIN Coalition to align institutional goals with market trends and student needs. The plan's four key pillars were outlined: fostering belonging, ensuring students achieve credentials leading to living-wage jobs, prioritizing adult learners, and maintaining a culture of compassion.

Dr. Rhine detailed strategic initiatives, such as expanding health science programs, integrating non-credit options, enhancing workforce training, implementing an ERP upgrade, and incorporating AI and virtual reality into instruction. She emphasized the transition to comprehensive eight-week courses to boost retention and the College's response to national enrollment declines among students aged 25-59. Key performance indicators showed that most initiatives were on target or already achieved. Dr. Ewell elaborated on efforts to slow enrollment declines and improve student support services.

During the discussion, Member Kuykendall praised the plan's adaptability and the role of the Regional Economic Development Center in workforce development. Member Kiel inquired about fostering belonging, leading to a discussion on performance indicators measuring student and employee engagement. Dr. Rhine highlighted immersive learning technology investments, while Member Kiel questioned cost-effectiveness and raised concerns about the usability of the College's computer system. Dr. Ewell pointed to increased advisor support and eight-week programs as key student success strategies. Member Payne commended Dr. Rhine's leadership, while Secretary Bracety and Chair

McCasland praised the strategic plan's transparency, adaptability, and the President's effectiveness in guiding the College forward.

- e. Yavapai College Finances – Dr. Clint Ewell - **INFORMATION AND DISCUSSION** {Time: 120}

*Recorded discussion and comments are available and begin at 04:15:54.*

Dr. Ewell provided a comprehensive overview of Yavapai College's financial landscape, beginning with the budget process timeline and its alignment with economic conditions and strategic planning. He emphasized the importance of maintaining accreditation, which ensures student access to federal aid and institutional credibility. Enrollment trends were discussed, highlighting a higher-than-average college-going rate among local high school graduates. The presentation detailed the College's diverse student demographics, with a majority of part-time, working, and non-traditional students, necessitating flexible and affordable education options.

A key focus was on property taxes and tuition, with Yavapai County maintaining one of the lowest property tax rates in the country. Dr. Ewell explained how the College manages tax revenues conservatively, increasing property taxes by an average of only 1.1% annually over six years. He also discussed state funding challenges, noting that Arizona has placed a greater financial burden on local taxpayers. The limited state support, comprising just 3% of the budget, was contrasted with the significant reliance on local property taxes and tuition.

Dr. Ewell outlined the College's \$126 million budget, detailing revenue sources, fund allocations, and major expenses. He explained that salaries and benefits account for nearly 80% of expenditures, reflecting the institution's service-oriented nature. Investments in infrastructure, technology, and student services were highlighted, including the expansion of health and workforce programs. He also addressed financial challenges, such as rising operational costs, competition from online education providers, and state-imposed expenditure limits.

During the discussion, Member Kuykendall praised the College's financial stewardship and economic impact. Member Kiel questioned the allocation of funds for the planned health science center and the recent budget increases, prompting clarifications on debt issuance and grant growth. Concerns were also raised by board members about in-house food services, cost transparency, and tax rate trends.

- f. 2025 Board Member Conflict of Interest Forms – Attorney Lynne Adams - **INFORMATION AND DISCUSSION** {Time: 10}

*Recorded discussion and comments are available and begin at 05:57:57.*

Attorney Adams reviewed the board members' conflict of interest forms, noting efforts to make them more user-friendly. Attorney Adams thanked Member Payne for prompting the search for the original guidelines that accompanied the form and emphasized the guidelines' usefulness. No conflicts were identified, except for a potential concern regarding Member Kiel's involvement with the Highland Pines Water Board and potential bond purchases from the College. Attorney Adams indicated that those issues posed no conflict of interest concerns at this time. Attorney Adams reiterated her availability to provide guidance on conflict of interest issues and encouraged board members to reach out if concerns arise.

3. Board Business

a. Executive Session

- i. A.R.S. §38-431.03(A)(8) and §38-431.03(A)(9), Discussion and Consultation with College Representatives regarding Facility Safety and Security Measures – **PROCEDURAL** {Time: 60}

**Secretary Bracety moved, seconded by Member Kiel, to go into Executive Session pursuant to A.R.S. § 38-431.03(A)(8) and § 38-431.03(A)(9), Discussion and Consultation with College Representatives regarding Facility Safety and Security Measures. Motion carried unanimously (Ayes: McCasland, Bracety, Kuykendall, Payne and Kiel).**

b. Reconvene in Public Session

The Board reconvened in public session at 4:26 p.m.

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

**Secretary Bracety moved, seconded by Member Kuykendall, to adjourn the Budget Workshop. Motion carried unanimously (Ayes: McCasland, Bracety, Kuykendall, Payne and Kiel).**

Regular Meeting adjourned at 4:26 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. Steve Bracety, Secretary

**WAIVER OF CONFLICT OF INTEREST**

Re: Yavapai County Community College District (Yavapai College) – Waiver of Conflict of Interest Regarding Agreements between the Yavapai County Free Library District and Yavapai County Community College District (Yavapai College) for Library Support Services and Membership in the Yavapai Library Network

The Governing Board of Yavapai County Community College District (Yavapai College), having reviewed the conflict of interest letter dated January 23, 2025, from Deputy County Attorney Michael E. Cordrey of the Yavapai County Attorney’s Office (“YCAO”), affirms that it is fully informed and it consents to and understands the implications of waiving the conflict of interest of YCAO between Yavapai County Free Library District, Yavapai County Community College District (Yavapai College), and other affected School Districts listed in the Attachment to this Waiver of Conflict of Interest, (as well as with any School District that in the future may desire to enter agreement for Library Support Services and Membership in the Yavapai Library Network), all of which are clients of YCAO.

Therefore, the Governing Board of Yavapai County Community College District (Yavapai College) approves the Waiver of Conflict of Interest and authorizes YCAO to proceed with preparation and review of, to provide legal services regarding, and to provide advice, review, and conduct communications related to, the above-referenced matters on behalf of the Yavapai County Free Library District, Yavapai County Community College District (Yavapai College), and/or any or all of the affected School Districts listed in the Attachment to this Waiver of Conflict of Interest (as well as with any School District that in the future may desire to enter agreement for Library Support Services and Membership in the Yavapai Library Network), if requested and if such dual representation is appropriate. The Governing Board of Yavapai County Community College District (Yavapai College) also authorizes YCAO to review or draft agreements, including any revisions, additional contracts, agreements, intergovernmental agreements, follow-on agreements, amendments, renewals, extensions, or follow-on communications, review, and advice, between the Yavapai County Free Library District, Yavapai County Community College District (Yavapai College), and/or any or all of the affected School Districts listed in the Attachment to this Waiver of Conflict of Interest (as well as with any School District that in the future may desire to enter agreement for Library Support Services and Membership in the Yavapai Library Network), regarding Agreements for Library Support Services and Membership in the Yavapai Library Network.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2025

**Yavapai County Community College District (Yavapai College)**

By: \_\_\_\_\_  
Governing Board President

**Attachment for Waiver of Conflict of Interest**

Ash Fork Joint Unified School District No. 31  
Bagdad Unified School District No. 20  
Beaver Creek Elementary School District No. 26  
Camp Verde Unified School District No. 28  
Cañon Elementary School District No. 50  
Chino Valley Unified School District No. 51  
Clarkdale-Jerome Elementary School District No. 3  
Humboldt Unified School District No. 22  
Mayer Unified School District No. 43  
Mingus Union High School District No. 4  
Prescott Unified School District No. 1  
Seligman Unified School District No. 40  
Skull Valley Elementary School District No. 15  
Yavapai County Community College District



# Yavapai College

## Provost

Date: January 22, 2025  
To: Dr. Lisa Rhine  
From: Dr. Douglas Berry, Provost  
RE: Curriculum Proposal – New Programs

The following curriculum proposals have been reviewed by the appropriate faculty, Associate Vice President of Instruction and Early College, and the Curriculum Committee. I recommend approval of the Arizona General Education Curriculum (AGEC) Certificate and the Business Foundations Certificate.

### Overview of New Programs

#### Arizona General Education Curriculum (AGEC) Certificate

AZ Transfer has created an updated AGEC that replaces AGEC A, B, and S and removes the special requirements. This simplifies the AGEC for students. The new AGEC will utilize existing courses in current AGEC categories, with exceptions to be submitted separately through established process.

The Arizona General Education Curriculum (AGEC) is designed to fulfill all lower division General Education requirements at the public universities in Arizona. In consultation with an advisor, students should carefully select courses that align with their major and intended transfer university. The AGEC also fulfills general education requirements for the Associate of Arts, Associate of Arts in Elementary Education, Associate of Arts in Fine Art, Associate of Business, and Associate of Science degrees at Yavapai College.

#### Business Foundations Certificate

This certificate is stackable and built into the Bachelor of Applied Science in Business.

The Business Foundations Certificate provides students with a comprehensive understanding of core business principles, preparing them for success in various business environments. The program covers essential topics, including marketing, business law, organizational behavior, management, and business communication. This certificate is designed to build a strong foundational skill set that can be applied to supervisory roles or further academic pursuits within business programs.

## Arizona General Education Curriculum Certificate

The Arizona General Education Curriculum (AGEC) is designed to fulfill all lower division General Education requirements at the public universities in Arizona. In consultation with an advisor, students should carefully select courses that align with their major and intended transfer university.

Upon completion of all 32-35 credit hours of the AGEC with a grade of "C" or higher, the student will receive recognition of completion on their Yavapai College transcript. Arizona residents who complete an AGEC and who have a cumulative GPA of 2.50 or higher have assured admission upon application to one of the state universities in Arizona.

The AGEC also fulfills general education requirements for the Associate of Arts, Associate of Arts in Elementary Education, Associate of Arts in Fine Art, Associate of Business, and Associate of Science degrees at Yavapai College.

**Credit Hours Required: 32-35**

### General Education Requirements (AGEC) (32-35 credits)

*Minimum credit hours are listed for each category.*

- Written Communication<sup>1</sup> **Credits: 6**
- Quantitative Reasoning **Credits: 3**
- Natural Sciences **Credits: 4**
- Arts and Humanities<sup>2</sup> **Credits: 6**
- Social and Behavioral Sciences<sup>2</sup> **Credits: 6**
- Institutions in the Americas **Credits: 3**
- Options<sup>3</sup> **Credits: 4-7, as needed to align for transfer:**
  - Oral Communication <sup>4</sup>
  - Natural Sciences
  - Arts and Humanities
  - Social and Behavioral Sciences

#### Notes:

- <sup>1</sup> Must be in composition (ENG 101 and ENG 102 or equivalents)
- <sup>2</sup> Recommend that students select from two different prefixes
- <sup>3</sup> Limit one course per category
- <sup>4</sup> Oral Communication is not required for an AGEC, but at least 3 credits from the Oral Communication list may be required for an Associate's degree

## Program Outcomes

Upon successful completion of the Arizona General Education Curriculum (AGEC) Certificate, the learner will be able to:

1. Demonstrate effective written, oral, or visual communication for specific audiences in the context of the field of study.
2. Use field of study frameworks to investigate issues and/or solve problems.
3. Apply scientific concepts and methodologies within the field of study.
4. Interpret quantitative information and/or utilize mathematical concepts and techniques.
5. Examine how diverse perspectives impact the human experience within a field of study.

### YC President

Signature: \_\_\_\_\_  \_\_\_\_\_ Date: 1.23.25

Approved  Not Approved

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

### District Governing Board

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

Approved  Not Approved

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



Summary of New Program Proposal for

## Business Foundations Certificate

The Business Foundations Certificate provides students with a comprehensive understanding of core business principles, preparing them for success in various business environments. The program covers essential topics, including marketing, business law, organizational behavior, management, and business communication. This certificate is designed to build a strong foundational skill set that can be applied to supervisory roles or further academic pursuits within business programs.

**Credit Hours Required: 15**

### Program Requirements

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

### Program Outcomes

Upon successful completion of the Business Foundations certificate program, the learner will be able to:

1. Analyze and synthesize information through critical thinking.
2. Apply written, oral, and interpersonal skills in business settings.
3. Use the management principles of planning, organizing, leading, and controlling to solve common management issues.

### YC President

Signature: \_\_\_\_\_ Date: 1-23-25

Approved  Not Approved

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

### District Governing Board

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

Approved  Not Approved

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

# Yavapai College

## Workforce and Health Sciences

Date: January 22, 2025  
To: Dr. Lisa Rhine  
From: Dr. Marylou Mercado, Vice President, Workforce Development and Health Sciences  
RE: Curriculum Proposal – New Programs

The following curriculum proposals have been reviewed by the appropriate faculty, Associate Vice President of Instruction and Early College, and the Curriculum Committee. I recommend approval of the Air Traffic Control Academy Prep Certificate, Bone Densitometry Certificate, Fundamentals of Agriculture Science Technology, Limited X-Ray Transition Certificate, and Victim Advocacy Certificate.

### Overview of New Programs

#### Air Traffic Control Academy Prep Certificate

The certificate prepares students for the entrance exam into the FAA Air Traffic Control Academy in Oklahoma City.

#### Bone Densitometry Certificate

This is another opportunity to assist students/technologists within our community with their post-primary goals. Once Arizona State department approved it can also become a primary pathway for community members to be allowed to perform dexa without the need to be a radiologic technologist or practical tech first.

The Bone Densitometry (BD) program is comprised of two courses designed as facilitated and self-directed learning for radiologic professionals seeking to enhance their careers. Participants must be 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 post-primary examination.

#### Fundamentals of Agriculture Science Technology

We are working to establish a certificate program that will be accessible to dual credit high school students. Chino Valley High School is the 1st school eager to partner with us on this initiative. If it goes as planned, a student at the high school could be awarded this certificate before coming to us at YC. Additionally, this certificate will be available to our college students and can be partially integrated into our existing certificates in Production Horticulture, Animal Industry, and Ag Tech Management.

The Fundamentals of Agriculture Science Technology Certificate offers students a comprehensive introduction to key sectors of the agricultural industry. This program is designed for individuals seeking to build a solid foundation in applied agricultural practices and technologies, preparing them for entry-level positions or further study in the field.

#### Limited X-Ray Transition Certificate

The Limited X-Ray Transition Certificate is comprised of two courses designed for the Limited X-Ray Machine Operator student who wishes to complete the Radiologic Technology AAS. Students who have

completed the Limited X-Ray Machine Operator Certificate will be eligible, within two years of completion, to apply for placement into the third semester of the Radiologic Technology AAS Program.

### Victim Advocacy Certificate

This proposal is to create a 5 course certificate that addresses the educational foundation needed for an individual to gain employment and serve successfully as a victim advocate. The trend in the criminal justice community now is for victim advocates to serve in police agencies and the sheriff's office, county and local prosecutor's offices and in the community at large within non-profits. It continues to be a growing career field.

The Victim Advocacy Certificate program prepares students to enter this career field with an understanding of the various duties a victim advocate may perform, the types of victimization an advocate may provide services to, and where victim advocacy functions within the criminal justice and other victim related organizations.



Summary of New Program Proposal for

### Air Traffic Control Academy Prep Certificate

The certificate prepares students for the entrance exam into the FAA Air Traffic Control Academy in Oklahoma City.

**Credit Hours Required: 9**

#### Program Requirements

- AVT 122 Fundamentals of Air Traffic Control
- AVT 123 Air Traffic Control Tower Procedures
- AVT 124 Fundamentals of Air Traffic Control Radar Operation

#### Program Outcomes

Upon successful completion of the Air Traffic Control Academy Prep certificate, the learner will be able to:

1. Describe the Air Traffic Control (ATC) System and National Airspace System (NAS).
2. Demonstrate skills in radar separation procedures, airspace protection, speed adjustments and vectoring techniques.
3. Summarize basic VFR Control Tower operations, including duties and responsibilities.
4. Describe basic navigation related to airspace.
5. Explain fundamental effects of various weather conditions on aircrafts.
6. Interpret Instrument Approach Procedure (IAP), Departure Procedure (DP) and Standard Arrival Route (STAR) Charts.

#### YC President

Signature:  Date: 1-23-25

Approved  Not Approved

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

#### District Governing Board

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

Approved  Not Approved

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

Summary of New Program Proposal for

**Bone Densitometry Certificate**

The Bone Densitometry (BD) program is comprised of two courses designed as facilitated and self-directed learning for radiologic professionals seeking to enhance their careers. Participants must be 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 post-primary examination.

**Credit Hours Required: 6**

**Program Requirements**

- ICE 150 Bone Densitometry Certification
- ICE 155 Bone Densitometry Clinical Education

**Program Outcomes**

Upon successful completion of the Bone Densitometry Certificate program, the learner will be able to:

1. Demonstrate the clinical competency required for an entry-level bone densitometry technologist, including proficiency in imaging techniques, patient care and adherence to safety standards.
2. Make informed decisions regarding imaging protocols, positioning adjustments, and procedural modifications to accommodate diverse patient needs.
3. Exhibit the expertise and clinical competence required to challenge the American Registry of Radiologic Technologists (ARRT) post-primary certification examination.

**YC President**

Signature:  Date: 1.22.25

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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



Summary of New Program Proposal for

## Fundamentals of Agriculture Science Technology

The Fundamentals of Agriculture Science Technology Certificate offers students a comprehensive introduction to key sectors of the agricultural industry. This program is designed for individuals seeking to build a solid foundation in applied agricultural practices and technologies, preparing them for entry-level positions or further study in the field.

**Credit Hours Required: 18**

### Program Requirements

AGS 100 Introductory Equine Science  
AGS 120 Introduction to the Animal Industry  
AGS 215 Agricultural Mechanics  
AGS 250 Horticulture Fall Production  
[After] **OR** AGS 252 - Horticulture Spring Production  
AGS 274 Water Management

### Program Outcomes

Upon successful completion of the Fundamentals of Agriculture Science Technology certificate program, the learner will be able to:

1. Manage an extensive agriculture facility.
2. Explain the history and development of the horse industry.
3. Analyze animal agriculture as a science.
4. Propagate plants both sexually and asexually.
5. Develop a water delivery and quality management system.

**YC President**

Signature: \_\_\_\_\_ Date: 1-23-25

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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

Summary of New Program Proposal for

### Limited X-Ray Transition Certificate

The Limited X-Ray Transition Certificate is comprised of two courses designed for the Limited X-Ray Machine Operator student who wishes to complete the Radiologic Technology AAS. Students who have completed the Limited X-Ray Machine Operator Certificate will be eligible, within two years of completion, to apply for placement into the third semester of the Radiologic Technology AAS Program.

More information can be found at [www.yc.edu/radiology](http://www.yc.edu/radiology)

**Credit Hours Required: 5**

#### Program Requirements (5 credits)


RAD 103 Radiographic Positioning II Advanced Placement  
RAD 104 Radiographic Positioning Lab II Advanced Placement

#### Program Outcomes

Upon successful completion of the Limited X-Ray Transition Certificate program, the learner will:

1. Demonstrate the positioning competency expected of entry-level radiologic technologists.
2. Communicate effectively within the radiologic science industry.
3. Demonstrate critical thinking and problem-solving skills.

**YC President**

Signature:  Date: 1.23.25

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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



Summary of New Program Proposal for

**Victim Advocacy Certificate**

The Victim Advocacy Certificate program prepares students to enter this career field with an understanding of the various duties a victim advocate may perform, the types of victimization an advocate may provide services to, and where victim advocacy functions within the criminal justice and other victim related organizations.

**Credit Hours Required: 16**

**Program Requirement**

- AJS 101 Introduction to the Administration of Justice
- AJS 123 Ethics & Criminal Justice
- AJS 226 Victimology and Crisis Intervention
- AJS 227 Victim Advocacy
- AJS 228 Gender-Related Violence

**Program outcomes**

Upon successful completion of the Victim Advocacy Certificate, the learner will be able to:

1. Identify the services and resources available to victims of gender-related violence.
2. Describe the relationship between criminal justice agencies and victim advocacy services.
3. Analyze the traumatic impact of genderrelated violence on victims.
4. Explain the differences between community-based advocacy and systembased advocacy.

**YC President**

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

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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

# Yavapai College

## Provost

Date: January 22, 2025  
To: Dr. Lisa Rhine  
From: Dr. Douglas Berry, Provost  
RE: Curriculum Proposal – Program Deletions

The following curriculum proposals have been reviewed by the appropriate faculty, Associate Vice President of Instruction and Early College, and the Curriculum Committee. I recommend approval of the deletion of the Arizona General Education Curriculum (AGEC-A), Arizona General Education Curriculum (AGEC-B), Arizona General Education Curriculum (AGEC-S), Business Office – Basic Certificate, Business Office – Professional Certificate, and Business Office Professional – AAS.

### **Overview of Program Deletions**

#### Arizona General Education Curriculum (AGEC-A)

AZ Transfer Steering Committee has revised the AGECEC. Due to this change, the AGECEC-A is being discontinued and replaced with a new AGECEC.

#### Arizona General Education Curriculum (AGEC-B)

AZ Transfer Steering Committee has revised the AGECEC. Due to this change, the AGECEC-B is being discontinued and replaced with a new AGECEC.

#### Arizona General Education Curriculum (AGEC-S)

AZ Transfer Steering Committee has revised the AGECEC. Due to this change, the AGECEC-S is being discontinued and replaced with a new AGECEC.

#### Business Office – Basic Certificate

As per our most recent Business Office program review completed in 2024, while the SCH growth trend is technically healthy with a correlation value of 0.41, the program growth rate has been declining in the most recent three out of five years included in the IER data. As such, the trend appears unhealthy despite the healthy correlation value. The post-secondary education demand rating is unhealthy, as five out of the six SOC codes only require a high school diploma. Only one of the SOC codes typically requires an Associate's degree (43-4161 – Human Resources Assistants, Except Payroll and Timekeeping). That said, it's possible the required post-secondary education required for jobs in this program is contributing to the declining growth. Furthermore, while the compensation of \$45,315 is considered a healthy living wage, for all but one of the SOC codes, employees can earn this wage with only a high school diploma. Therefore, students may not be adequately incentivized to pursue this program. Additionally, the only SOC code requiring an Associate's degree is in the field of human resources (HR). While this program covers some of the common technology in the HR field, the core courses do not specifically cover core topics needed to work in HR, such as employment law or human resources management. At this point, our recommendation is to sunset the program and work with our industry advisory board to develop another program that will better fit community needs over the next year.



### Business Office – Professional Certificate

As per our most recent Business Office program review completed in 2024, while the SCH growth trend is technically healthy with a correlation value of 0.41, the program growth rate has been declining in the most recent three out of five years included in the IER data. As such, the trend appears unhealthy despite the healthy correlation value. The post-secondary education demand rating is unhealthy, as five out of the six SOC codes only require a high school diploma. Only one of the SOC codes typically requires an Associate's degree (43-4161 – Human Resources Assistants, Except Payroll and Timekeeping). That said, it's possible the required post-secondary education required for jobs in this program is contributing to the declining growth. Furthermore, while the compensation of \$45,315 is considered a healthy living wage, for all but one of the SOC codes, employees can earn this wage with only a high school diploma. Therefore, students may not be adequately incentivized to pursue this program. Additionally, the only SOC code requiring an Associate's degree is in the field of human resources (HR). While this program covers some of the common technology in the HR field, the core courses do not specifically cover core topics needed to work in HR, such as employment law or human resources management. At this point, our recommendation is to sunset the program and work with our industry advisory board to develop another program that will better fit community needs over the next year.

### Business Office Professional – AAS

As per our most recent Business Office program review completed in 2024, while the SCH growth trend is technically healthy with a correlation value of 0.41, the program growth rate has been declining in the most recent three out of five years included in the IER data. As such, the trend appears unhealthy despite the healthy correlation value. The post-secondary education demand rating is unhealthy, as five out of the six SOC codes only require a high school diploma. Only one of the SOC codes typically requires an Associate's degree (43-4161 – Human Resources Assistants, Except Payroll and Timekeeping). That said, it's possible the required post-secondary education required for jobs in this program is contributing to the declining growth. Furthermore, while the compensation of \$45,315 is considered a healthy living wage, for all but one of the SOC codes, employees can earn this wage with only a high school diploma. Therefore, students may not be adequately incentivized to pursue this program. Additionally, the only SOC code requiring an Associate's degree is in the field of human resources (HR). While this program covers some of the common technology in the HR field, the core courses do not specifically cover core topics needed to work in HR, such as employment law or human resources management. At this point, our recommendation is to sunset the program and work with our industry advisory board to develop another program that will better fit community needs over the next year.

Summary of Program Deletion Proposal for

**Arizona General Education Curriculum (AGEC-A) Certificate**

The Arizona General Education Curriculum (AGEC) is designed to fulfill all lower division General Education requirements at the public universities in Arizona. The AGEC-A is the appropriate curriculum for students who plan to major in fields in the Liberal Arts or programs of study other than business or science, and will transfer as a block without loss of credit to Arizona's public universities.

Upon completion of all 35 credit hours of the AGEC-A with a grade of "C" or higher, the student will receive recognition of completion on their Yavapai College transcript. Arizona residents who complete an AGEC-A and who have a cumulative GPA of 2.50 or higher have assured admission upon application to one of the state universities in Arizona.

The AGEC-A also fulfills general education requirements for the Associate of Arts degrees at Yavapai College.

**Credit Hours Required: 35**

**Primary reason for deleting the program:**

AZ Transfer Steering Committee has revised the AGEC. Due to this change, the AGEC A is being discontinued and replaced with a new AGEC.

**Teach Out Plan:**

Current students can continue with their current AGEC or switch to the new AGEC. Please note: this will last be offered Spring 2025.

**YC President**

Signature:  Date: 1.23.25

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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

Summary of Program Deletion Proposal for

**Arizona General Education Curriculum (AGEC-B) Certificate**

The Arizona General Education Curriculum (AGEC) is designed to fulfill all lower division General Education requirements at the public universities in Arizona. The AGEC-B is primarily designed for business majors. Students pursuing this plan of study should consult an academic advisor regarding general education requirements related to the major (e.g. accounting, computer information systems, management, marketing, general business).

Upon completion of all 35 credit hours of the AGEC-B with a grade of "C" or higher, the student will receive recognition of completion on their Yavapai College transcript. Arizona residents who complete an AGEC-B and who have a cumulative GPA of 2.50 or higher have assured admission upon application to one of the state universities in Arizona.

The AGEC-B also fulfills general education requirements for the Associate of Business degree at Yavapai College.

**Credit Hours Required:** 35

**Primary reason for deleting the program:**

The AGEC B is being replaced by the new AGEC. AGEC B will not be offered after Spring 2025.

**Teach Out Plan:**

Current students can continue with their current AGEC or switch to the new AGEC. Please note: this will last be offered Spring 2025. The AGEC B is used primarily for business majors. This will primarily impact the Associate of Business (ABUS) degree because the BSB and the AAS business degrees do not incorporate the full AGEC.

**YC President**

Signature:  Date: 1-23-25

- Approved    Not Approved  
 Approved/Change Noted: \_\_\_\_\_

**District Governing Board**

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

- Approved    Not Approved  
 Approved/Change Noted: \_\_\_\_\_



Summary of Program Deletion Proposal for

**Arizona General Education Curriculum (AGEC-S) Certificate**

The Arizona General Education Curriculum (AGEC) is designed to fulfill all lower division General Education requirements at the public universities in Arizona. The AGEC-S is the appropriate curriculum for students who major in fields with stringent requirements in mathematics and science.

Upon completion of all requirements of the AGEC-S with a grade of "C" or higher, the student will receive recognition of completion on their Yavapai College transcript. Arizona residents who complete an AGEC-S and who have a cumulative GPA of 2.50 or higher have assured admission upon application to one of the state universities in Arizona.

The AGEC-S also fulfills general education requirements for the Associate of Science degree at Yavapai College. A minimum of twelve credit hours in the AGEC-S certificate must be completed at Yavapai College.

**Minimum Credit Hours Required:** 38-41

**Primary reason for deleting the program:**

The AGEC S is being replaced by the new AGEC. AGEC S will not be offered after Spring 2025.

**Teach Out Plan:**

Current students can continue with their current AGEC or switch to the new AGEC. Please note: this will last be offered Spring 2025. AGEC S is primarily chosen by students seeking the AS degree. "The AGEC-S also fulfills general education requirements for the Associate of Science degree at Yavapai College." We have about 30 students per year who complete the AS degree. Per faculty and advisors, these students will be better served with the options provided by the new AGEC.

**YC President**

Signature:  Date: 1-23-25

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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

*Summary of Program Deletion Proposal for*

**Business Office – Basic Certificate**

The Business Office - Basic Certificate is designed to give students foundational skills they need for entry-level clerical, receptionist, and information-sharing positions in a variety of business and office settings.

**Credit Hours Required: 7**

**Primary reason for deleting the program:**

As per our most recent Business Office program review completed in 2024, while the SCH growth trend is technically healthy with a correlation value of 0.41, the program growth rate has been declining in the most recent three out of five years included in the IER data. As such, the trend appears unhealthy despite the healthy correlation value.

The post-secondary education demand rating is unhealthy, as five out of the six SOC codes only require a high school diploma. Only one of the SOC codes typically requires an Associate's degree (43-4161 – Human Resources Assistants, Except Payroll and Timekeeping). That said, it's possible the required post-secondary education required for jobs in this program is contributing to the declining growth.

Furthermore, while the compensation of \$45,315 is considered a healthy living wage, for all but one of the SOC codes, employees can earn this wage with only a high school diploma. Therefore, students may not be adequately incentivized to pursue this program.

Additionally, the only SOC code requiring an Associate's degree is in the field of human resources (HR). While this program covers some of the common technology in the HR field, the core courses do not specifically cover core topics needed to work in HR, such as employment law or human resources management.

At this point, our recommendation is to sunset the program and work with our industry advisory board to develop another program that will better fit community needs over the next year.

**Continued on page 2...**

Teach Out Plan:

### Business Office Basic Certificate Teach-Out Plan

Fall 2025
Term 1 BSA 228*
Term 2 BSA 102 CSA 126

**\* Course Replacements:**

BSA 228 will replace BSA 225

**YC President**

Signature:  Date: 1-23-25

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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



*Summary of Program Deletion Proposal for*

**Business Office – Professional Certificate**

The Business Office - Professional certificate is designed to prepare students for entry-level positions in a variety of business and office settings.

The program offers a series of skill-building opportunities with related courses in administrative office procedures and information processing. The courses are intended to give a broad introduction to the wide-ranging skills needed in this environment; the electives assist the learner in focusing upon their chosen business or industry while adding needed skills specific to their fields.

**Credit Hours Required: 25**

**Primary reason for deleting the program:**

As per our most recent Business Office program review completed in 2024, while the SCH growth trend is technically healthy with a correlation value of 0.41, the program growth rate has been declining in the most recent three out of five years included in the IER data. As such, the trend appears unhealthy despite the healthy correlation value.

The post-secondary education demand rating is unhealthy, as five out of the six SOC codes only require a high school diploma. Only one of the SOC codes typically requires an Associate's degree (43-4161 – Human Resources Assistants, Except Payroll and Timekeeping). That said, it's possible the required post-secondary education required for jobs in this program is contributing to the declining growth.

Furthermore, while the compensation of \$45,315 is considered a healthy living wage, for all but one of the SOC codes, employees can earn this wage with only a high school diploma. Therefore, students may not be adequately incentivized to pursue this program.

Additionally, the only SOC code requiring an Associate's degree is in the field of human resources (HR). While this program covers some of the common technology in the HR field, the core courses do not specifically cover core topics needed to work in HR, such as employment law or human resources management.

At this point, our recommendation is to sunset the program and work with our industry advisory board to develop another program that will better fit community needs over the next year.

**Continued on page 2...**

Teach Out Plan:

### Business Office Professional Certificate Teach-Out Plan

Fall 2025	Spring 2026
<b>Term 1</b> BSA 130 BSA 102 ACC 121	<b>Term 1</b> MGT 233 BSA 228*
<b>Term 2</b> CSA 126 MGT 132	<b>Term 2</b> LAW 107 ENG 101 or ENG 136

\* Course Replacements:

BSA 228 will replace BSA 225 and CSA 225

**YC President**

Signature:  Date: 1.23.25

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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

*Summary of Program Deletion Proposal for*

**Business Office – Professional AAS**

The Business Office Professional Program prepares students for entry-level employment in a variety of settings. Participants in this program can follow a direct academic path beginning with a Basic Certificate, progressing to a Professional Certificate, and then the AAS.

**Credit Hours Required: 62**

**Primary reason for deleting the program:**

As per our most recent Business Office program review completed in 2024, while the SCH growth trend is technically healthy with a correlation value of 0.41, the program growth rate has been declining in the most recent three out of five years included in the IER data. As such, the trend appears unhealthy despite the healthy correlation value.

The post-secondary education demand rating is unhealthy, as five out of the six SOC codes only require a high school diploma. Only one of the SOC codes typically requires an Associate's degree (43-4161 – Human Resources Assistants, Except Payroll and Timekeeping). That said, it's possible the required post-secondary education required for jobs in this program is contributing to the declining growth.

Furthermore, while the compensation of \$45,315 is considered a healthy living wage, for all but one of the SOC codes, employees can earn this wage with only a high school diploma. Therefore, students may not be adequately incentivized to pursue this program.

Additionally, the only SOC code requiring an Associate's degree is in the field of human resources (HR). While this program covers some of the common technology in the HR field, the core courses do not specifically cover core topics needed to work in HR, such as employment law or human resources management.

At this point, our recommendation is to sunset the program and work with our industry advisory board to develop another program that will better fit community needs over the next year.

**Continued on page 2...**

Teach Out Plan:

Business Office Professional AAS Teach-Out Plan

Fall 2025	Spring 2026	Summer '26
<b>Term 1</b> BSA 102 BSA 110 CSA 214 CSA 110 BSA 130 LDR 113	<b>Term 1</b> BSA 228* MGT 140 MGT 220 MGT 233 HUM 101	<b>Full Term</b> MAT 142 ACC 121
<b>Term 2</b> ENG 101 BSA 131 CSA 126 GEO 103 LDR 111	<b>Term 2</b> MGT 132 ENG 102 LDR 112 PHI 110 LAW 107	

\* Course Replacements:  
 BSA 228 will replace BSA 225 and CSA 225

YC President

Signature:  Date: 1-22-15

Approved  Not Approved

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

District Governing Board

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

Approved  Not Approved

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

# Yavapai College

## Workforce and Health Sciences

Date: January 22, 2025  
To: Dr. Lisa Rhine  
From: Dr. Marylou Mercado, Vice President, Workforce Development and Health Sciences  
RE: Curriculum Proposal – Program Deletions

The following curriculum proposals have been reviewed by the appropriate faculty, Associate Vice President of Instruction and Early College, and the Curriculum Committee. We recommend approval of the deletion of the Assisted Living Facility Caregiver Certificate and Baking and Pastry Certificate.

### **Overview of Program Deletions**

#### **Assisted Living Facility Caregiver Certificate**

Primary reasons for proposing this program deletion include low enrollment, high cost of yearly program renewal with the NCIA board, employer partners unable to send employees in large enough cohorts at consistent times throughout the year (hiring one at a time, as needed).

#### **Baking and Pastry Certificate**

The certificate program's enrollment for courses beyond CUL 104 greatly dwindled to the point where it did not meet the minimum number of students and had to be cancelled. The program director received verbal communications in the Spring of 2023 that the Certificate for Baking and Pastry will be sunset.

Summary of Program Deletion Proposal for

**Assisted Living Facility Caregiver Certificate**

The Assisted Living Facility (ALF) Caregiver Certificate program prepares individuals to be caregivers in assisted living homes, facilities, or home health agencies. The program meets the requirements of the Arizona Board of Nursing Care Institution Administrators & Assisted Living Facility Manager (NCIA). Students may complete the ALF Caregiver Certificate program by one of two routes. Option one allows students without a prior background in healthcare to acquire the required knowledge and skills to perform as a caregiver. Option two allows for Certified or Licensed Nursing Assistants to acquire the additional knowledge and skills needed for performance of the caregiver role.

**Credit Hours Required:** 1.5 – 3

**Primary reason for deleting the program:**

Low enrollment, high cost of yearly program renewal with the NCIA board, employer partners unable to send employees in large enough cohorts at consistent times throughout the year (hiring one at a time, as needed).

**Teach Out Plan:**

- Programs to be deleted
  - Assisted Living Facility Caregiver (AHS112)
  - Certified Nursing Assistant to Caregiver Bridge (AHS116)
- Plan for last semester for each course
  - Courses have not ran since Spring 2023.
- Brief rationale for program deletion
  - Courses have consistently been low enrolled. Strong marketing and employer engagement/outreach attempted to bring the course back for Spring 2023 semester, with minimal success.

Spring 2020-

AHS112-4 students

AHS116-2 students

Fall 2020

AHS112-10 students

AHS116-1 student

Spring 2021

AHS112-8 students

AHS116-0 students

Fall 2021

AHS112-4 students

AHS116-1 student



Spring 2023

AHS112-2 students

AHS116-6 students

- Per the third-party approver (NCIA Board), there is a required \$1,300 yearly program renewal fee submitted along with a program evaluation/self study. Not only is this costly for low enrolled courses, but very time intensive to complete.
  - While there is industry demand for the position, there has not been success in employer paid cohorts, as they hire one caregiver at a time, as needed.
  - Salaries are below living wage. Analysis of Employment Data: Per the Yavapai County Lightcast (2022) data, the average salary for a "Home Health and Personal Care Aide" is \$29,070 per year. Average monthly hires are 104.
- Number of affected students  
Courses have not ran since Spring 2023.
  - Communication plan for affected students  
No students currently affected.
  - Specific teach-out options for affected students  
N/A

**YC President**

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

Approved  Not Approved

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

**District Governing Board**

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

Approved  Not Approved

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

Summary of Program Deletion Proposal for

**Baking and Pastry Certificate**

The Baking and Pastry Certificate provides students with the knowledge and skills needed to enter into the baking and pastry field in entry-level positions.

**Credit Hours Required:** 18

**Primary reason for deleting the program:**

Received verbal communications in the Spring of 2023 that the Certificate for Baking and Pastry will be sunset, and announced the certificate was no longer being offered after the 2023 summer semester.

The certificate program's enrollment for courses beyond CUL 104 greatly dwindled to the point it was not meeting the minimum number of students and had to be cancelled.

**Teach Out Plan:**

Once the notice for the certificate was being sunset, Baking and Pastry Certificate students were contacted. The teach out commenced for the Summer semester of 2023.

**YC President**

Signature:  Date: 1-23-25

- Approved     Not Approved
- Approved/Change Noted: \_\_\_\_\_

**District Governing Board**

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

- Approved     Not Approved
- Approved/Change Noted: \_\_\_\_\_

# ***Yavapai College***

## **Workforce and Health Sciences**

Date: February 14, 2025  
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 Aerospace Science Airplane Operation AAS modification.

### **Overview of New Program**

#### **Aerospace Science Airplane Operation AAS**

With the closure of our previous flight partner NorthAire Aviation, YC must now take the program in-house, lease aircraft, and fly under FAA part 61 rules instead of FAA part 141 rules which were what was in place with the previous company who was teaching the flying. Leighnor is the new company we lease aircraft from, so we must fly under part 61 rules. This needs to go in place for the summer semester since NorthAire is closing their doors at the end of this month (January).

The Aerospace Science AAS Degree program in Airplane Operations prepares students for careers in aviation as airplane pilots.

Summary of Program Proposal **Modification** for

**Aerospace Science Airplane Operations AAS**

The Aerospace Science AAS Degree program in Airplane Operations prepares students for careers in aviation as airplane pilots.

**Credit Hours Required: 60-63**

**📖 AAS General Education Requirements (19 credits)**

- College Composition or Applied Communication **Credits: 6**
- Mathematics **Credits: 3**
- GEO 212 - Introduction to Meteorology (Physical and Biological Sciences) **Credits: 4**
- Arts and Humanities **AND/OR** Social and Behavioral Sciences **Credits: 6**<sup>1</sup>

**Note:**<sup>1</sup> Select from two different prefixes

**Airplane Operations Concentration (41 - 44 credits)**

AVT 108 Pre-Aviation Groundschool  
AVT 114 Instrument Pilot Airplane Flight  
AVT 115 Instrument Pilot Airplane Ground  
AVT 119 Pre-Aviation Flight Simulation  
AVT 129 Private Pilot Airplane Flight  
AVT 204 Commercial Pilot Single-Engine Airplane Ground  
AVT 205 Commercial Pilot Multi-Engine Airplane Ground  
AVT 214 Instrument Pilot Flight Simulation  
AVT 215 Flight Instructor Airplane Ground  
AVT 219 Single Engine Commercial Flight II  
AVT 222 Flight Instructor Airplane Flight  
AVT 223 Commercial Pilot Single-Engine Airplane Flight  
AVT 224 Commercial Pilot Multi-Engine Airplane Flight  
AVT 225 Flight Instructor Instrument Airplane Ground  
AVT 228 Flight Instructor Instrument Airplane Flight  
AVT 260 Fundamentals of Instruction  
[After]  
[Before] **AND** Select a minimum of 3-6 credit hours from the following courses:  
AVT 262 Flight Endorsement  
UAS 100 Introduction to UAS

## Program Outcomes

Upon successful completion of the Aerospace Science (Airplane Operations) Degree program, the learner will be able to:

1. Fly or operationally control an aircraft under normal conditions.
2. Fly or operationally control an aircraft at night or under instrument meteorological conditions.
3. Fly or operationally control an aircraft under emergency conditions.
4. Meet industry requirements to enter the aviation career field flying or operationally controlling aircraft.
5. Make safe aeronautical decisions using scenarios and/or actual flying conditions.

YC President

Signature:  Date: 2.14.25

Approved  Not Approved

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

District Governing Board

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

Approved  Not Approved

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



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

**For the Seven Months Ended January 31, 2025**

**District Governing Board**

**Fiscal Year 2024-25 Budget:**

**\$ 321,830**

	<b><u>Purpose</u></b>	<b><u>Year-to-Date Expenditures</u></b>	<b><u>Encumbered Obligations</u></b>	<b><u>Total Expenditures/ Encumbrances</u></b>
<b>EXPENDITURES (note 1):</b>				
Salary Expenses	Staff Support	\$ 64,520	\$ 37,264	\$ 101,783
ACCT Leadership Conference (Seattle)	Registration/Travel	14,773	-	14,773
AZ CC Administrators Conference (Lake Havasu)	Registration/Travel	816	-	816
Deborah McCasland	Travel	188	-	188
Osborn Maledon, PA	Legal Services	24,873	30,127	55,000
Yavapai County Elections	Contractual Services	55,046	-	55,046
Other - Various	Supplies/Food/Other	3,244	-	3,244
Printing/Postage	Printing/Postage	674	-	674
				<u>231,524</u>
<b>Remaining Budget - January 31, 2025</b>				<b><u>\$ 90,306</u></b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Seven Months Ended January 31, 2025 - 58.3% 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	\$ 42,344,092		\$ 42,344,092	\$ 63,395,200	66.8%
Restricted Fund	11,654,723		11,654,723	20,152,600	57.8%
Auxiliary Fund	5,635,448		5,635,448	8,451,900	66.7%
Unexpended Plant Fund	25,284,362		25,284,362	31,745,500	79.6%
Debt Service Fund	1,499,540		1,499,540	2,416,800	62.0%
<b>TOTALS</b>	<b>86,418,166</b>		<b>86,418,166</b>	<b>126,162,000</b>	<b>68.5%</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	\$ 36,302,451	\$ 15,123,168	\$ 13,376,959	\$ 38,048,660	\$ 63,395,200	60.0%
Restricted Fund	9,300,546	2,147,085	1,205,459	10,242,172	20,152,600	50.8%
Auxiliary Fund	4,764,748	1,273,328	960,342	5,077,734	8,451,900	60.1%
Unexpended Plant Fund	10,684,943	12,881,173	-	23,566,116	31,745,500	74.2%
Debt Service Fund	309,662	898,258	-	1,207,920	2,416,800	50.0%
<b>TOTALS</b>	<b>61,362,350</b>	<b>32,323,012</b>	<b>15,542,760</b>	<b>78,142,602</b>	<b>126,162,000</b>	<b>61.9%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 8,275,564</b>	<b>-</b>	

**COMMENTS:**

Through the seventh month, 61.9% of budget has been committed (excluding labor encumbrances) compared to 68.5% of revenues received

The budget currently has a surplus of \$8,275,564.

**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, 2025 - 58.3% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

**GENERAL FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 24/25 Budget</u>	<u>Percent of Budget</u>	<u>FY 24/25 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 23/24 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>	
<b>REVENUES:</b>										
Primary Property Taxes	\$ 28,602,441		\$ 28,602,441	\$ 49,180,300	58.2%	\$ 49,180,300	\$ -	\$ 26,386,206	8.4%	
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(150,000)	-	-	0.0%	
Tuition and Fees	12,462,091		12,462,091	14,111,000	88.3%	14,111,000	-	11,473,725	8.6%	
Tuition and Fees - Contingency	-		-	(630,000)	0.0%	(630,000)	-	-	0.0%	
State Appropriation - Maintenance	278,475		278,475	371,300	75.0%	371,300	-	279,750	-0.5%	
State Appropriation - Rural Aid	1,375,200		1,375,200	1,833,600	75.0%	1,833,600	-	2,313,300	-40.6%	
YCF Contribution - Basketball Program	345,870		345,870	366,000	94.5%	366,000	-	400,367	0.0%	
Other Revenues	399,546		399,546	512,000	78.0%	512,000	-	336,815	18.6%	
Interest Income	688,219		688,219	900,000	76.5%	1,050,000	150,000	684,544	0.5%	
Fund Balance Applied to Budget	2,268,058		2,268,058	8,388,100	27.0%	8,388,100	-	1,647,683	37.7%	
General Fund Transfer In/(Out)	(4,075,808)		(4,075,808)	(11,487,100)	35.5%	(11,487,100)	-	(4,185,417)	-2.6%	
<b>TOTAL REVENUES</b>	<b>42,344,092</b>		<b>42,344,092</b>	<b>63,395,200</b>	<b>66.8%</b>	<b>63,545,200</b>	<b>150,000</b>	<b>39,336,973</b>	<b>7.6%</b>	
<b>EXPENDITURES (Note 1):</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>FY 24/25 Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>	<u>FY 24/25 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 23/24 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>
Instruction	\$ 12,717,250	\$ 4,700,603	\$ 4,135,391	\$ 13,282,462	\$ 23,308,900	57.0%	\$ 23,308,900	\$ -	\$ 11,944,171	6.5%
Academic Support	3,424,838	1,568,910	1,471,153	3,522,596	6,252,400	56.3%	6,252,400	-	3,145,260	8.9%
Institutional Support	9,248,163	4,299,647	3,640,622	9,907,189	14,404,600	68.8%	14,404,600	-	7,615,848	21.4%
Student Services	5,814,720	2,676,069	2,565,281	5,925,507	10,842,600	54.7%	10,842,600	-	5,550,185	4.8%
Operation/Maintenance of Plant	4,471,004	1,877,938	1,564,511	4,784,431	7,473,500	64.0%	7,473,500	-	3,785,001	18.1%
Scholarships	619,958	-	-	619,958	1,085,800	57.1%	1,085,800	-	1,050,462	-41.0%
Public Service	6,518	-	-	6,518	27,400	23.8%	27,400	-	8,473	-23.1%
<b>TOTAL EXPENDITURES</b>	<b>36,302,451</b>	<b>15,123,168</b>	<b>13,376,959</b>	<b>38,048,660</b>	<b>63,395,200</b>	<b>60.0%</b>	<b>63,395,200</b>	<b>-</b>	<b>33,099,400</b>	<b>9.7%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 4,295,433</b>	<b>\$ -</b>					

**COMMENTS:**

Tuition and Fees revenues above budget due to a significant amount of revenue related to the spring 2025 semester being recorded. This will even out over the next few months.

Third quarter State appropriations were received in January 2025.

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 \$4,295,433.

**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, 2025 - 58.3% of the Fiscal Year Complete**

**Fiscal Year 2024-2025**

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>	
Salaries	\$ 20,796,119	\$ 19,674,645	5.7%	<b>1</b>
Benefits	6,558,550	6,105,009	7.4%	<b>2</b>
Supplies	2,260,602	1,785,193	26.6%	<b>3</b>
Contractual Services and Other	4,078,619	2,805,341	45.4%	<b>4</b>
Utilities & Communications	1,200,486	1,047,681	14.6%	<b>5</b>
Travel, Conferences & Memberships	788,117	631,069	24.9%	<b>6</b>
Scholarships	619,958	1,050,462	-41.0%	<b>7</b>
	<u>\$ 36,302,451</u>	<u>\$ 33,099,400</u>	9.7%	

- 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** - Supplies increased from the prior year due to increased technology related purchases, price increases and the timing of purchases.
- 4** - 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.
- 5** - Utilities increased from the prior year due to provider rate increases and warmer summer temperatures.
- 6** - Travel, Conferences & Memberships increased from the prior year due air and hotel price increases and more employees traveling.
- 7** - 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 Seven Months Ended January 31, 2025 - 58.3% 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	\$ 7,252,336		\$ 7,252,336	\$ 12,295,800	59.0%
State Grants and Contracts	521,013		521,013	1,061,000	49.1%
Private Gifts, Grants and Contracts	508,213		508,213	1,259,200	40.4%
Proposition 301 Workforce Development	865,711		865,711	1,420,000	61.0%
Proposition 207 Workforce Development	1,575,000		1,575,000	2,700,000	58.3%
State Appropriation - STEM Workforce	477,450		477,450	636,600	75.0%
Fund Balance Applied to Budget	455,000		455,000	780,000	58.3%
<b>TOTAL REVENUES</b>	<b>11,654,723</b>		<b>11,654,723</b>	<b>20,152,600</b>	<b>57.8%</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	\$ 1,830,181	\$ 1,229,200	\$ 541,330	\$ 2,518,051	\$ 6,221,600	40.5%
Academic Support	32,346	51,906	51,906	32,346	75,000	43.1%
Student Services	506,786	158,027	158,027	506,786	1,359,500	37.3%
Operation/Maintenance	23,305	48,356	-	71,661	-	100.0%
Scholarships	5,528,179	-	-	5,528,179	8,680,300	63.7%
Public Service	1,379,749	659,596	454,196	1,585,149	3,816,200	41.5%
<b>TOTAL EXPENDITURES</b>	<b>9,300,546</b>	<b>2,147,085</b>	<b>1,205,459</b>	<b>10,242,172</b>	<b>20,152,600</b>	<b>50.8%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 1,412,551</b>		

**COMMENTS:**

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

Third quarter STEM Workforce appropriation was received in January 2025.

**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, 2025 - 58.3% 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	\$ 1,255,013	\$ 237,017	1,017,996
Transfer To Debt Fund to Pay Revenue Bonds	(402,300)	-	(402,300)	(234,675)	-	(234,675)
Subtotal - Residence Halls and Summer Conferences	837,700	438,100	399,600	1,020,338	237,017	783,321
Bookstore Rental and Commissions	45,000	-	45,000	14,941	-	14,941
Food Services	1,625,000	2,092,200	(467,200)	1,355,607	1,373,756	(18,149)
Vending	45,000	-	45,000	19,103	-	19,103
Employee/21+ Student Housing & Facility Rentals	608,700	428,600	180,100	315,179	211,130	104,049
Edventures & Community Education	47,000	75,700	(28,700)	21,645	42,476	(20,831)
Winery - Tasting Room	300,000	354,900	(54,900)	151,337	188,341	(37,004)
Family Enrichment Center	869,800	1,181,700	(311,900)	409,743	670,187	(260,444)
Community Events	966,800	1,175,200	(208,400)	605,505	911,261	(305,756)
Performing Arts Productions	300,000	313,600	(13,600)	154,675	191,665	(36,990)
SBDC (Federal Grant Match Requirement)	-	193,100	(193,100)	4,500	104,575	(100,075)
Yavapai College Foundation	550,500	550,500	-	273,429	273,429	-
Other Auxiliary Enterprises	280,600	263,100	17,500	136,896	124,197	12,699
General Fund Transfer In	1,975,800	-	1,975,800	1,152,550	-	1,152,550
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,285,200	(1,285,200)	-	749,700	(749,700)
	<u><b>\$ 8,451,900</b></u>	<u><b>\$ 8,451,900</b></u>	<u><b>\$ -</b></u>	<u><b>\$ 5,635,448</b></u>	<u><b>\$ 5,077,734</b></u>	<u><b>\$ 557,714</b></u>

**Comments:**

Residence Halls and Summer Conferences revenues are above budget due to most of the 2025 spring semester room revenues being recorded. This will even out over the remaining fiscal year.

The Budget currently has a surplus of \$557,714.

**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, 2025 - 58.3% 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	\$ 4,507,559		\$ 4,507,559	\$ 7,750,500	58.2%		
Primary Property Taxes - Contingency	-		-	(45,000)	0.0%		
Revenue Bond Proceeds	16,000,000		16,000,000	16,000,000	100.0%		
Investment Income	333,167		333,167	500,000	66.6%		
Other	68,637		68,637	40,000	171.6%		
Fund Balance Applied to Budget	2,625,000		2,625,000	-	100.0%		
General Fund Transfer In	1,750,000		1,750,000	7,500,000	23.3%		
<b>TOTAL REVENUES</b>	<b><u>25,284,362</u></b>		<b><u>25,284,362</u></b>	<b><u>31,745,500</u></b>	<b><u>79.6%</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>							
Planned Maintenance		\$ 1,102,781	\$ 2,066,648	\$ -	\$ 3,169,429	\$ 3,963,200	80.0%
Unplanned Maintenance		119,752	43,607	-	163,359	283,900	57.5%
Capital Improvement Projects		7,264,129	10,048,827	-	17,312,956	18,909,100	91.6%
Equipment		915,746	150,461	-	1,066,207	2,510,000	42.5%
Furniture and Fixtures		62,960	7,135	-	70,095	265,200	26.4%
Enterprise Resource Planning Software		330,927	564,495	-	895,422	1,500,000	59.7%
Library Books		1,573	-	-	1,573	8,000	19.7%
Contributions to Capital Projects							
Accumulation Account - Future Projects		887,075	-	-	887,075	1,520,700	58.3%
Capital Contingency		-	-	-	-	2,785,400	0.0%
<b>TOTAL EXPENDITURES</b>		<b><u>10,684,943</u></b>	<b><u>12,881,173</u></b>	<b><u>-</u></b>	<b><u>23,566,116</u></b>	<b><u>31,745,500</u></b>	<b><u>74.2%</u></b>
<b>SURPLUS/(DEFICIT)</b>					<b><u>\$ 1,718,246</u></b>	<b><u>-</u></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 \$1,718,246 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 Seven Months Ended January 31, 2025 - 58.3% 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	\$ 89,740		\$ 89,740	\$ -	100.0%
General Fund Transfer In	1,173,258		1,173,258	2,011,300	58.3%
Auxiliary Fund Transfer In	234,675		234,675	402,300	58.3%
Fund Balance Applied to Budget	1,867		1,867	3,200	58.3%
<b>TOTAL REVENUES</b>	<b><u>1,499,540</u></b>		<b><u>1,499,540</u></b>	<b><u>2,416,800</u></b>	<b><u>62.0%</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><u>DEBT SERVICE FUND</u></b>						
<b>EXPENDITURES (Note 1):</b>						
Revenue Refunding Bonds - 2024						
Principal Payments	\$ -	\$ 273,000	\$ -	\$ 273,000	\$ 546,000	50.0%
Interest Payments	284,272	22,728	-	307,000	614,000	50.0%
Revenue Refunding Bonds - 2021						
Principal Payments	-	420,000	-	420,000	840,000	50.0%
Interest Payments	5,670	-	-	5,670	11,300	50.2%
Revenue Bonds - 2013						
Principal Payments	-	182,500	-	182,500	365,000	50.0%
Interest Payments	18,620	30	-	18,650	37,300	50.0%
Bank Fees	1,100	-	-	1,100	3,200	34.4%
<b>TOTAL EXPENDITURES</b>	<b><u>309,662</u></b>	<b><u>898,258</u></b>	<b><u>-</u></b>	<b><u>1,207,920</u></b>	<b><u>2,416,800</u></b>	<b><u>50.0%</u></b>
<b>SURPLUS/(DEFICIT)</b>				<b><u>\$ 291,620</u></b>	<b><u>\$ -</u></b>	

**COMMENTS:**

Investment income is the result of earnings on the unspent 2024 Revenue Bond proceeds which was not budgeted

Through the seventh month, 50% of budget has been committed compared to 62% of revenues received

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