



Yavapai College District Governing Board

Board Retreat Approved Minutes of Board Retreat Monday, September 9, 2013 10:00 AM

Rock House, Prescott Campus
1100 E. Sheldon Street
Prescott, AZ 86301

District Governing Board meeting recordings may be viewed on CableOne Access 13 or the Yavapai College Website. CableOne Access 13 records all regular board meetings for subsequent broadcast and the schedule is available on the Access 13 website at <http://www.access13.org>. The District Governing Board Website will post meeting recordings approximately 12 days after each Board meeting at <http://www.yc.edu/v4content/governing-board/>.

Members Present:

Mr. Ray Sigafoos, Chair

Dr. Patricia McCarver, Chair/Secretary

Dr. Dale Fitzner, Board Member

Mr. Robert Oliphant, Board Member

Absent – Mr. Herald Harrington, Board Spokesperson

Staff and Guests Attending Meeting Lists are on file in the District Office.

1. CALL TO ORDER - HEADING

2. Call to Order – PROCEDURAL

Chair Sigafoos called the Yavapai College District Governing Board meeting to order at 10:01 a.m.

3. Pledge of Allegiance – PROCEDURAL

The Pledge of Allegiance was led by Dr. Fitzner

4. Welcome to Guests and Staff – PROCEDURAL

Chair Sigafoos welcomed all guests and staff.

5. Adoption of Agenda – DECISION

Dr. McCarver moved, seconded by Dr. Fitzner to adopt the agenda as presented. Motion carried unanimously.

6. OWNERSHIP LINKAGE - HEADING

7. Review of Yavapai College District Governing Board Ownership and Outreach Linkage- DISCUSSION AND/OR DECISION

Mike Lange, Director of Marketing for Yavapai College, led the Board in a review of the Yavapai College District Governing Board Ownership and Outreach Linkage. The following agenda outline was followed: (refer to Ownership Linkage handouts)

- Definition of Ownership

Governance Policy 3.2.1 currently reads:

“Ownership Linkage shall be the link between the organization and its “ownership” – the taxpayers of Yavapai County and of the State of Arizona.” (refer to attached handout)

Each Board member wrote their own definition of “Ownership” and shared the following: Ownership includes taxpayers and others that are affected by the College; discovery of taxpayers’ needs, fears, values, and trends would lead to accomplishing Ends; constituent; suggested looking at who would not be an owner.

Suggested revision:

“Ownership Linkage shall be the link between the organization and its ownership who are the residents of Yavapai County and those who are affected by Yavapai College.”

- Ownership challenges

Discussion included: communication 101 is the simple fact that you cannot not communicate; outreach is a subset of ownership; and perhaps the Board should think on smaller scale and to specific parts of the ownership.

- Hard to identify owners
- Owners don’t know they are owners
- The Board is not aware of tools/techniques to connect
- The Board has not identified the message to communicate

- People are busy
 - Owners show up only when something is wrong or not being done
 - All communities have different expectations or psychographic
 - Providing two way communication
- Identifying Owners
The Board reviewed the Yavapai County/Arizona Census Data 2012 to help identify owners (refer to handout), and stated difficulty in separating customers and/or constituent from owners.
 - Reason to link with owners
The Board member listed reasons to link with owners to be accountable, create a future (considering owner's needs, concerns, and demands), clarify values (Ends and Executive Limitations), educate, build relationships with owners. Creating the future requires the Board to discover the owner's needs, concerns, and demands.

8. SHORT RECESS – PROCEDURAL

No break taken

9. Review of Yavapai College District Governing Board Ownership and Outreach Linkage- Continued - DISCUSSION AND/OR DECISION

- Ownership Experiences
The Board members discussed successes and challenges of outreach presentations:
 - Provided Open Forums throughout the County – which made the Board visible and approachable, sent the message the Board cares
 - Focus Groups for feedback on Ends – 90% of the feedback was operational
 - Attended service groups (Lions, Shriners, etc.) - one way communication in providing college information
 - Attended NACOG and AZ Manufacturers meetings - attendees were not engaged
- Owners Expectations
The Board members explored owners' expectations:
 - Operate efficiently
 - Minimize taxes
 - Trained workforce
 - Value of the College and how it affects their personal experience, such as desirable property values, schools, and workforce
 - Excellence education
 - Cultural experiences
 - Quality of Life through Good Education, Workforce, Cultural (current Ends)
 - Annual Report - Process on Ends reported to the owners

The Board identified examples of customer concerns such as classes, costs, etc. The Board agreed that these concerns are referred to the President.

Next, the Board identified examples of ownership concerns regarding Ends, such as regional economic development and cultural enrichment. A repetitive and common question/answer is "Why are the taxes so high?", and the mutual response is that tax adjustments are a direct result of the reduction in state funding/support. The Board also has dealt with higher paying tax brackets having greater expectations. Dr. Ewell has compiled a list of the top 10 tax paying companies in Yavapai County and has linked the College's programs that support these industries. Public schools are also owners that have expectations and rely on the College's programs/support.

10. SHORT RECESS AND POSSIBLE WORKING LUNCH– PROCEDURAL

Meeting recessed at 11:40 a.m.; reconvened at 12:20 p.m.

11. Review of Yavapai College District Governing Board Ownership and Outreach Linkage- Continued - DISCUSSION AND/OR DECISION

Mike Lange, Director of Marketing for Yavapai College, continued the Board's review of the Yavapai College District Governing Board Ownership and Outreach Linkage.

- Zeroing in to the Ownership Linkage
 - The Board set priorities to accomplish through Ownership Linkage:
 - Identifying/defining the ownership
 - Outreach
 - What is the message/questions

- Tools and techniques
- Making the owners aware of their role
- Ideal outcomes

The Board members described their ideal outcomes: the ideal results would be the owners approaching the Board members, but that is not possible in the real world; a reliable profile of owners' needs, expectations, fears, values, etc.; owner's input that drives the Board's ends; continuing dialog with owners; identify and survey owners of educational, work force, and cultural programs; see documented proof that Yavapai College is invited to the table, and owners embrace the value of Yavapai College in the county's education, workforce, and cultural programs.
- Root causes

The Board completed a root cause mapping exercise:

 - Stating the problem in the form of questions
 - What has YC done for me (dividend)?
 - Why don't we have a better grasp/understanding of our ownership/owners?

- Action Plan

1. The Board members completed a written description of their 30 second "ownership linkage" speech and discussed the audience that received the speech such as Yavapai County residents, students, local officials, clients, and neighbors.

The Board defined "Ownership" through a revision of the Board's Governance Policy 3.2.1 – Ownership Linkage –
 Shall be the link between the organization and its "ownership" – the taxpayers of Yavapai County and of the State of Arizona.

Suggested revision –

Shall be the link between the organization and its "ownership" who are the residents of Yavapai County and those who are affected by Yavapai College.

2. The members created questions to be asked of the owners:
 - First educate the owners on the Board's Ends, then ask how the college has influenced their community
 - Preference the question with the "Board is interested in your feedback or input in the following areas." Ex: What are the needs in your area? How would you address this need? - Profile the answer by shaping the questions
 - How do you feel the College has benefitted you recently? - Use leading questions
 - As an owner, what is your top priority for Yavapai College? What is the most important contribution the college should make? How would you like to participate in helping the College reach that goal?
 - What does Yavapai College look like in 5 years? What role should the College play in economic development? What can Yavapai College add to the quality of life in the county?
 - As a Yavapai County citizen and owner of the College, how does YC affect you? What are the pros and cons of the College? Do you have a vested interest in the College? Does the College meet your needs?

Other suggestions included a broad base of questions that includes education, economic development, and cultural enrichments. Questions could be developed by the expectations of the answers in a quantitative method. The Board should consider what we want to know, from whom, for what purpose, and what cost.

12. SHORT RECESS – PROCEDURAL

Meeting recessed at 1:53 p.m.; reconvened at 1:58 p.m.

13. Review of Yavapai College District Governing Board Ownership and Outreach Linkage- Continued - DISCUSSION AND/OR DECISION

Mike Lange, Director of Marketing for Yavapai College, continued the Board's review of the Yavapai College District Governing Board Ownership and Outreach Linkage.

- Finalize Action Plan

3. Current Ownership Linkage tools:

Ownership Linkage Tools/Techniques that the Board is or has used	Communication Direction
News Releases - Before and after each District Governing Board Meetings	From the Board
Monthly Meetings (various locations)	From the Board
Video Recordings on Channel 13 and the Website	From the Board
Educational Presentations at Monthly Meetings	To and From the Board
Website – minutes, agendas, budget	From the Board
“How the Board works” brochure	From the Board
Board Liaisons for AADGB, ACCT, YC Foundation	To and From the Board
Public presentations	To and From the Board
Focus groups	To and From the Board
Budget process	To and From the Board
Election process	To the Board
Board members representing the college at scholarship award ceremonies	From the Board
Topic specific forums	To and From the Board
Online comments	To the Board
New Ownership Linkage Tools/Techniques	
Surveys of Owners	To and From the Board
Face to Face Meetings	To and From the Board

Potential ownership tools:

- Surveys
 - o What is valuable to the owners
 - o General or specific population
- Face to face meetings
 - o Focus Groups
 - o Open Forums - the Board has an opportunity to participate without hosting
 - o Develop a plan to have staff member address owners’ operational questions and/or concerns
 - o What does the Board expect to learn
 - o What is the value to the owners

4. Implementing the Action Plan – The Board is suggesting the following Ownership Linkage Plans:

Ownership Linkage Action plan for 2013-2014

- 1. Participate in the Campus Master Plan Open Forums for the community on October 10th, 2013 at the Verde Campus and October 11th, 2013 at the Prescott Campus. The Board members will provide input and questions to be included in the forum for the staff to present.**
- 2. Spring Survey to be conducted by the Board – the Board will review the owner’s feedback from the Open Forums and Marketing Department’s Survey to determine the direction the Board will pursue in this upcoming survey.**

Annual Ownership Linkage Plan should include all ownership linkage tools that will be utilized throughout the year with a focus on one or two tools that will initiate feedback from the owners to the Board.

Staff will revise Ownership calendar to incorporate when and how the Board uses the ownership linkage tools.

14. ADJOURNMENT OF REGULAR MEETING - PROCEDURAL

Dr. Fitzner moved, seconded by Dr. McCarver that the meeting be adjourned. Motion passed unanimously.

Regular meeting adjourned at 2:57 p.m.

Respectfully submitted:

_____/S/
Karen Jones, Recording Secretary

Date: October 15, 2013

_____/S/
Mr. Ray Sigafoos, Chair

_____/S/
Dr. Patricia McCarver, Secretary