

Yavapai College

BUDGET-IN-BRIEF

Fiscal Year Ending June 30, 2025



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MISSION

Yavapai College enriches our community by providing accessible, quality workforce, transfer, lifelong, and cultural learning opportunities.

VISION

Yavapai College makes our Community a premier place to learn, work, and live.

PRIORITIES

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

1. Education:

- Job seekers
- Transfer students
- Adult Basic Education
- Lifelong learners
- Maximize persistence and completion
- Students understand how to access financial resources and support programs

2. Economic:

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

3. Community:

Yavapai County residents have access to social and cultural opportunities.

PHOTOS TOP TO BOTTOM: Prescott Campus, Prescott Valley Center, Career & Technical Education Center, Chino Valley Center and Sedona

COVER PHOTO: Verde Valley Campus



FROM THE PRESIDENT

Dear Yavapai College Community,

The release of our Budget Book for 2025 serves as a testament to our commitment to transparency and reflects the challenges we face in navigating the complex financial terrain of higher education, particularly within Arizona and Yavapai County. As we embark on a new fiscal year, I am compelled to address the prevailing economic landscape that significantly impacts our institution and the broader community we serve.

Inflation, as an ever-present force in our economy, has continued to influence the cost of living, the affordability of housing, and the prices of goods and services. Arizona, in particular, has experienced notable increases in housing costs, placing significant strain on individuals and families, including many within our student body. The ripple effects of these economic pressures extend far beyond mere statistics, affecting the daily lives and aspirations of our students, faculty, and staff. The escalating cost of goods and services further compounds these challenges, presenting hurdles that demand innovative solutions and prudent fiscal management.

Moreover, the budgetary pressures facing higher education, especially community colleges, are not unique to our institution but reflect a broader trend that resonates nationally. As state and federal funding mechanisms undergo shifts and uncertainties, we are compelled to adapt, innovate, and advocate fiercely on behalf of our students and our mission.

In the face of these challenges, I remain steadfast in my belief in the transformative power of education and the enduring resilience of our community. Our collective commitment to the values of access, innovation, and excellence will serve as our guiding light as we navigate the complexities of the fiscal landscape before us.

This year's budget reflects a renewed commitment to strengthening our local economy through workforce development. We are deepening industry partnerships through providing tailored, just-in-time training to meet their needs. We are exploring new course delivery models, including the use of advanced augmented and virtual



reality platforms and by incorporating Artificial Intelligence. In addition to our Bachelor of Science in Business, we launched our second baccalaureate degree, a Bachelor of Science in Nursing, to address growing community healthcare needs.

Yavapai College is dedicated to providing educational opportunities by promoting excellence in teaching and learning. We celebrate ranking first in the state of Arizona for graduation rate, and for achieving one of the highest two-year degree completion rates in the nation.

We are proud to say that YC has done these things with some of the lowest tuition rates for students and property tax rates for taxpayers in the country.

Most of all, we honor the trust placed in us by the public and uphold it through quality programs, industry responsiveness, integrity of actions, and efficient use of our resources.

To those who so carefully and thoughtfully contributed to the preparation of this budget, thank you. Together, we will not merely weather the storms of economic uncertainty but emerge stronger, more agile, and more resolute in our pursuit of educational excellence.

Thank you for your unwavering dedication to the mission and vision of Yavapai College. Together, let us continue to inspire, empower, and transform lives through education.

A handwritten signature in black ink that reads "Lisa B. Rhine". The signature is fluid and cursive, with a large initial "L" and "R".

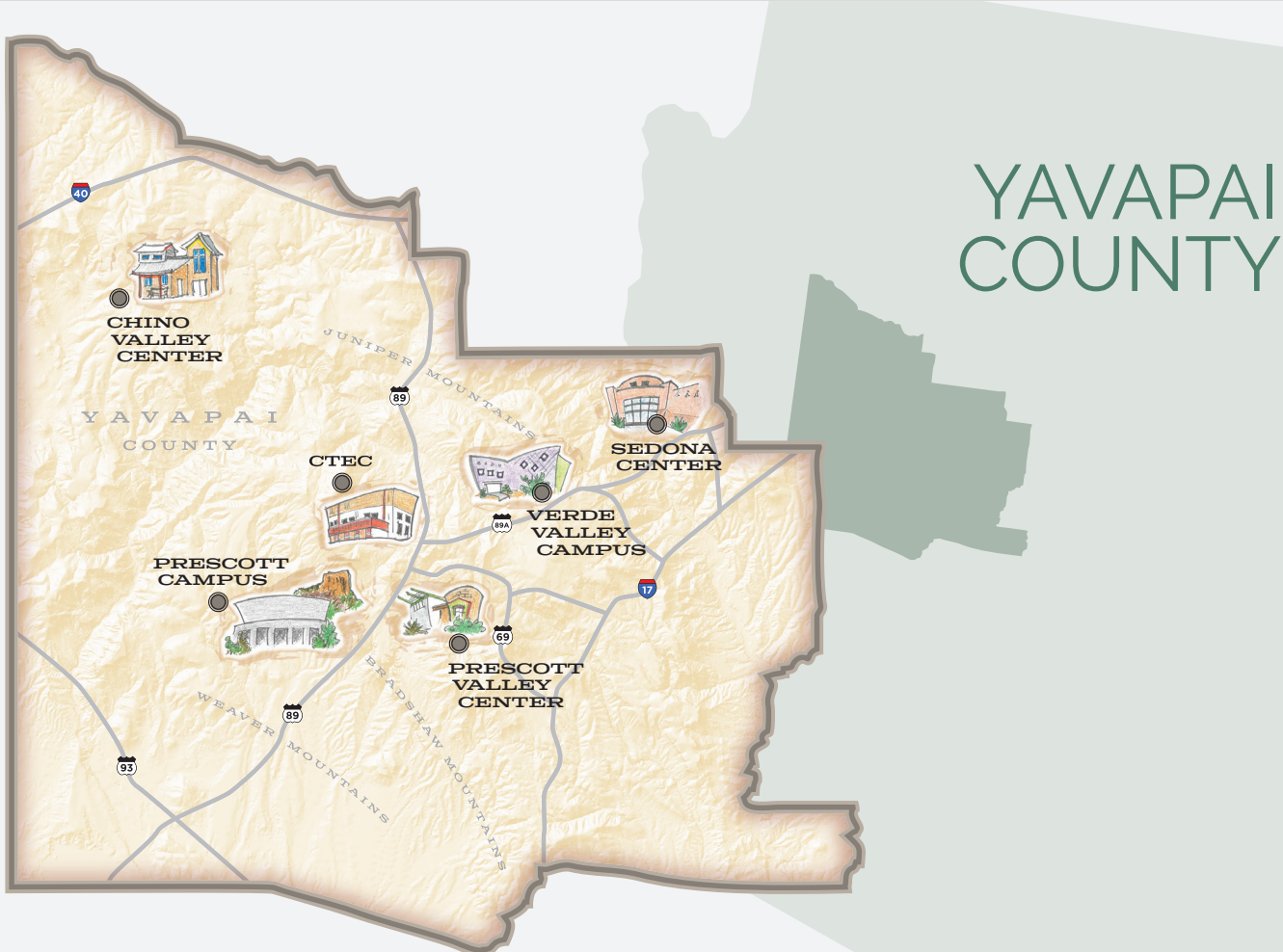
Lisa B. Rhine, Ph.D.
President

YAVAPAI COLLEGE AT A GLANCE

Institutional Profile

Per the District Governing Board, YC exists to provide quality educational opportunities, to support economic development, and to enhance cultural opportunities for our communities. The College will achieve these as a cost the Board believes is justifiable.

- Over 10,000 credit and non-credit students choose Yavapai College every year.
- YC offers 7 Associates Degrees in two broad categories of baccalaureate transfer or career & technical education. Transfer degrees include Associate of Arts, Associate of Arts in Education, Associate of Arts in Fine Arts, Associate of Business, Associate of General Studies, and Associate of Science. The Associate of Applied Science prepares graduates to enter the workforce in a variety of career & technical fields. In addition, the College offers more than 75 certificates in career and technical fields. Finally, the College has begun offering baccalaureate degrees in Business and in Nursing.
- Unique destination programs include Aviation, Gunsmithing, Northern Arizona Regional (Police) Training Academy, the award-winning Southwest Wine Center, the Sedona Culinary Institute, and 3D Construction.
- Yavapai College is accredited by the Higher Learning Commission. As such, the majority of our general education classes are accepted at public universities across the nation, which saves students money should they decide to continue their studies beyond an Associate's Degree. In addition, accreditation allows our students to access federal grants and loans.
- More than 1 in 3 Yavapai County high school graduates choose to attend YC.
- In addition to offering classes in high schools and online, YC services the 8,100 square miles of Yavapai County through 800,000 sq. ft of buildings on 260 acres of property at 6 locations (see below). Per an independent assessment, YC is one of the better-maintained colleges—we do this because it lowers the total costs of ownership.



FINANCIAL FACTS

LOW TUITION



2ND LOWEST COLLEGE IN AZ,
WHICH HAS 4TH LOWEST TUITION IN US

LOW COST PER STUDENT



- PER AZ CONSTITUTION, COST IS SAME OR LOWER THAN 1980 WHEN ADJUSTED FOR INFLATION
- NEAR NATIONAL AVERAGE

LOW PROPERTY TAXES



- AVERAGE RATE FOR AZ COMMUNITY COLLEGES
- AZ IS 11TH LOWEST IN US

STRONG CREDIT RATINGS



- MOODY'S
- STANDARD AND POOR

WELL-MAINTAINED FACILITIES



BEST-IN-CLASS NET
ASSET VALUE RATINGS

VALUE

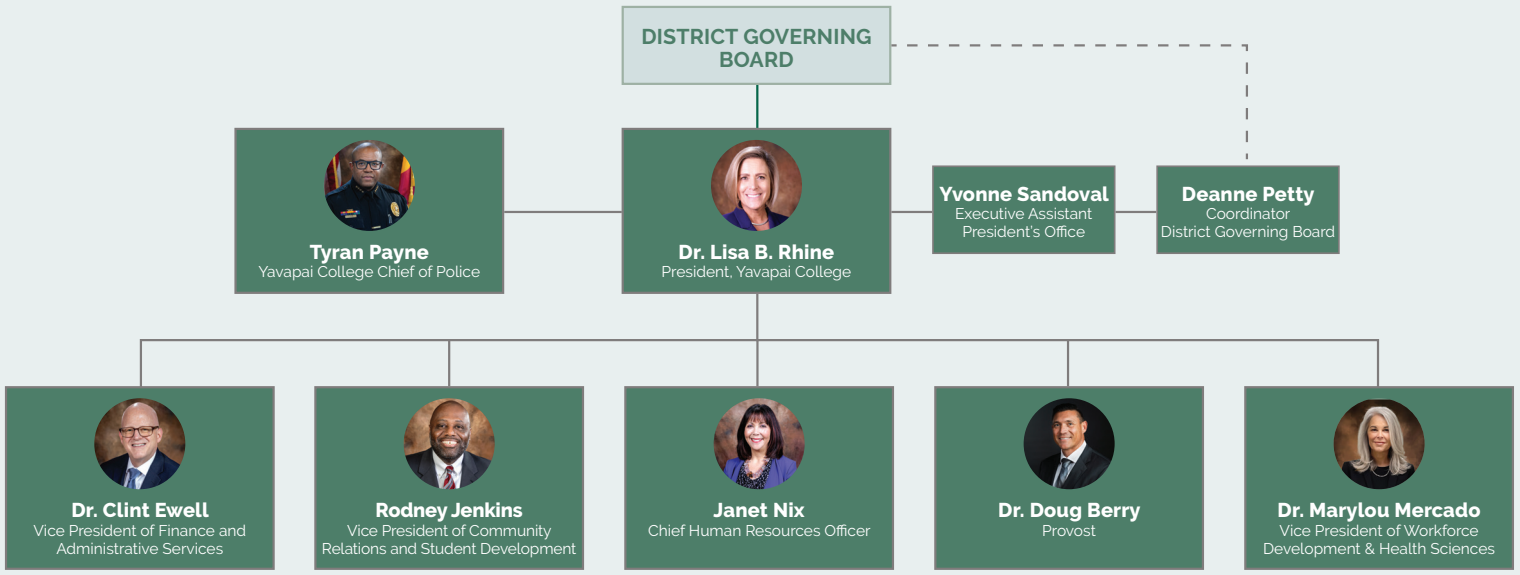


\$312,000
MORE EARNINGS
WITH ASSOCIATE
DEGREES



\$1 = \$7.80
TAXPAYERS
INVESTMENT

ORGANIZATION CHART



DISTRICT GOVERNING BOARD



Ray Sigafos
Board Secretary
District 1

Badger, Bagdad, Castle Hot Springs 1 and 2, Congress, Copper Basin, Hidden Valley, Hillside, Holiday/Well Fargo, Kirkland, Mile High, Miller Valley East and West, Montana, Mountain Club, Northside, Pine Knoll, Pine Lakes, Ponderosa, Prescott Heights, Prescott Northwest, Prescott South, Prescott Southwest, Prescott West, Rincon, Rose Lakes, Senator, Skull Valley, Taylor Hicks, Thumb Butte/Dearing Pk, Walnut Grove, White Spar, and Yarnell



Deb McCasland
Board Chair
District 2

Aqua Fria, Beaver Creek, Camp Verde 1 and 2, Canyon, Cherry Creek, Cordes Lakes, Cornville, Crown King, Humboldt, Mayer, Middle Verde, Montezuma, Prescott Country Club, Stoneridge, Sugarloaf and Verde Lakes



Toby Payne
District 3

Big Park, Bridgeport 1 and 2, Clarkdale, Clemenceau, Coffee Pot, Cottonwood, Fir, Jacks Canyon, Jerome 1 and 2, Mingus, Orchard, Quail Springs, Red Rock 1 and 2, Red Rock East, Red Rock West, Verde Village, Western, and Wild Horse



Chris Kuknyo
District 4

Antelope, Ashfork, Big Chino, Camp Wood, Chino Valley 1 and 2, Country Park, Cougar, Coyote Springs, Deep Well, Drake, Granite, Perkinsville, Pinon Oaks, Sandretto, Seligman, Shadow Valley, Spruce, Williamson Valley, West Chino, and Willow



Steve Bracety
District 5

Castle, Diamond Valley, Glassford, Granville, Groom Creek, Horseshoe, Lynx Creek, Mountain View, Prescott Valley 1/Navajo, Prescott Valley 2, Pronghorn View, Roundup, Superstition, and Yavapai Hills

FISCAL YEAR 2025 STRATEGIC INITIATIVES



Prison Education Program

YC has been selected as a partner by the Arizona Department of Corrections to offer online coursework in 3 state prisons. YC now needs to update courses, technology and support services to meet ADoC and Higher Learning Commission requirements.

Expand Health Sciences Programs

Yavapai County is a "Silver City" per McKinsey Consulting, with the vast majority of growth coming from the in-migration of retirees. As such, the demand for Healthcare services will grow, and YC needs to be poised to fill that additional demand. YC will use Bureau of Labor data and discussions with Health partners to inform decisions regarding new programs and space needs.



Offer More OER Courses

Students do better in class when they have access to the course learning materials. However, many students on a budget cannot afford the book. Open Educational Resources allow colleges to provide learning materials for low cost or no cost. So far, YC has converted roughly 40% of courses to OER, saving students over \$1M.

Expand Workforce Training

In addition to developing custom training, YC will broker quality 3rd party training such as Coursera and Edtogo. The intent is to provide access to on-demand, self-paced, competency-based (complete by demonstrating proficiency, regardless of seat-time) coursework. Moreover, many of these courses lead to badges demonstrating skills that are valued in the workplace.



Artificial Intelligence (AI) and Virtual Reality (VR)

AI and VR are no longer solely the domain of science fiction, but have entered the workplace. YC needs to take advantage of these new tools to enhance how we deliver programs and services. YC also plans to integrate AI & VR into our curriculum, so students know how to appropriately utilize these tools when they enter the workforce.

For a full list of College-wide initiatives, please see the Strategic Plan chapter of Yavapai College's Fiscal Year 2024-2025 Budget



BUDGETED REVENUES

Yavapai College has a diversified revenue structure consisting of local property taxes, student tuition and fees, federal and state aid, and other institutionally generated revenues.

SOURCES	AMOUNT
Local Property Taxes	\$ 56,735,800
Tuition & Fees	14,111,000
State Government	3,265,900
Federal Government	12,295,800
Other	40,383,500
TOTAL	\$ 126,792,000



Local Property Taxes
45%

Tuition & Fees
11%

Federal Government
10%

State Government
2%

Other
32%

Fund Balance
11%

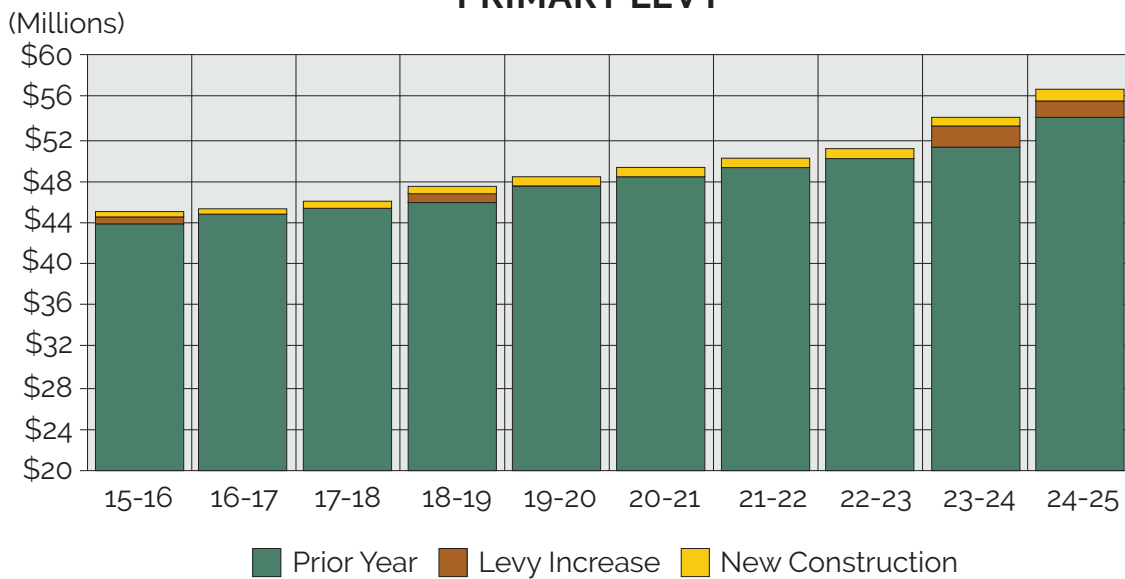


Property Taxes

YC has been able to limit property tax increases to roughly 1% per year, which is half of the allowable amount. YC property taxes are still reasonable.

- Per taxfoundation.org, AZ has 11th lowest property tax.
- YC property tax rates are near the average for AZ Community Colleges
- Through sound Fiscal Stewardship, YC has been able to limit property tax increases to roughly 1% per term, which is half of the allowable amount. The Board approved a 3.4% increase for FY 24-25, which increased the annual taxes of the median-priced home by \$11. This shared investment supports our neighbors and our local economy.

PRIMARY LEVY




Tuition & Fees

In accordance with the Constitution of Arizona, YC strives to keep tuition as low as possible without impairing the quality of programs and services.

Since Yavapai County's median income is 17% below the national average, YC tuition is purposely set below its national community college peers to keep the college dream affordable and accessible. In addition, YC offers scholarships and discounts to support strategic goals.

- Roughly \$1.5M in discounts to high school students taking face-to-face college courses
- YC Promise allows recent high school graduates to earn a free Associate Degree if they complete within two years. Similarly, Workforce Promise is available to any county resident who completes their first career technical education degree from YC within two years
- 20% discount to encourage students to attend full time
- 50% discount to older residents as a thank you for their financial support they pay in property taxes
- 50% discount for high school students taking online college courses



\$108
PER CREDIT
17% BELOW THE
NATIONAL AVERAGE



Cost Comparison: Annual Tuition & Fees 30 Credits/FY2025

\$2,592

Yavapai College Tuition

\$3,990

National Community College average

\$13,461

Arizona 4-Year University average



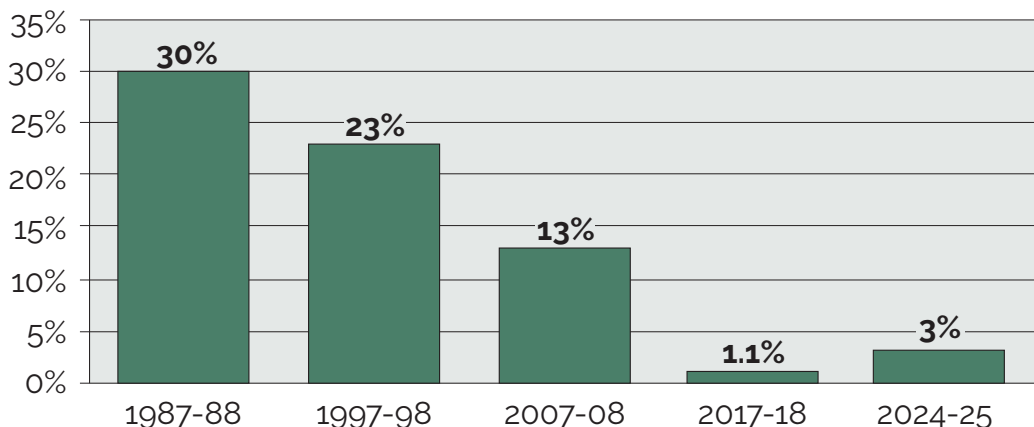
State Government

State appropriations are monies received from the State of Arizona. The monies are used to support operations and specific programs within the College.

REVENUE SOURCES	AMOUNT
Maintenance	\$ 371,300
Rural Community College Aid	1,833,600
Science Technology Engineering & Math (STEM)	636,600
Prop 301 (to invest in Workforce Development programs)	1,420,000
Prop 207 (workforce development, job training, CTE, STEM)	2,700,000
Adult Basic Education	305,000
AZ DHS: Nursing	600,000

Arizona has steadily defunded community colleges over the past 30 years. Today YC receives 6.3% of its total revenues from the state. Only 3% of its unrestricted revenues come from the state.

ARIZONA DEFUNDED COMMUNITY COLLEGES (State Appropriations of Unrestricted Funds)





BUDGETED EXPENDITURES BY FUND

General Fund: This fund reflects the operating budget needed to conduct the day to day business of the College.

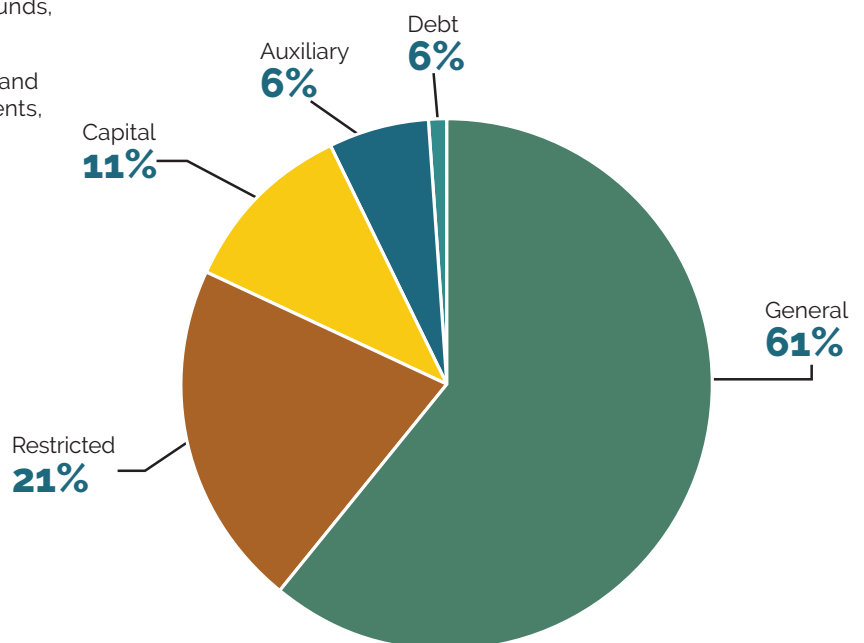
Restricted Fund: This fund accounts for monies that were given to the College on the condition they be used for a specific purpose, such as gifts, grants, or contracts.

Debt Fund: This fund tracks the issuance or repayment of principal, interest, and other related fees for long term debt.

Capital (Plant) Fund: This fund records large improvements in building, infrastructure, and grounds, which are then depreciated over time.

Auxiliaries Fund: This fund tracks revenues and expenses for non-core services provided to students, employees, and the general public.

FUND	AMOUNT
General	\$ 64,025,200
Restricted	20,152,600
Debt	2,416,800
Capital	31,745,500
Auxiliary	8,451,900
TOTAL	\$ 126,792,000



General Fund

This fund reflects the operating budget needed to conduct the day-to-day business of the College.

Instruction: Educational activities that occur in the classroom or lab.

Public Service: Non-instructional activities which primarily benefit people external to the institution such as YCPAC.

Student Services: Support services to recruit students and help them enroll in the right program of study, as well as activities that support the students' development outside of the classroom.

Academic Support: Those services which directly support Instruction such as libraries, galleries, deans, and audio-visual.

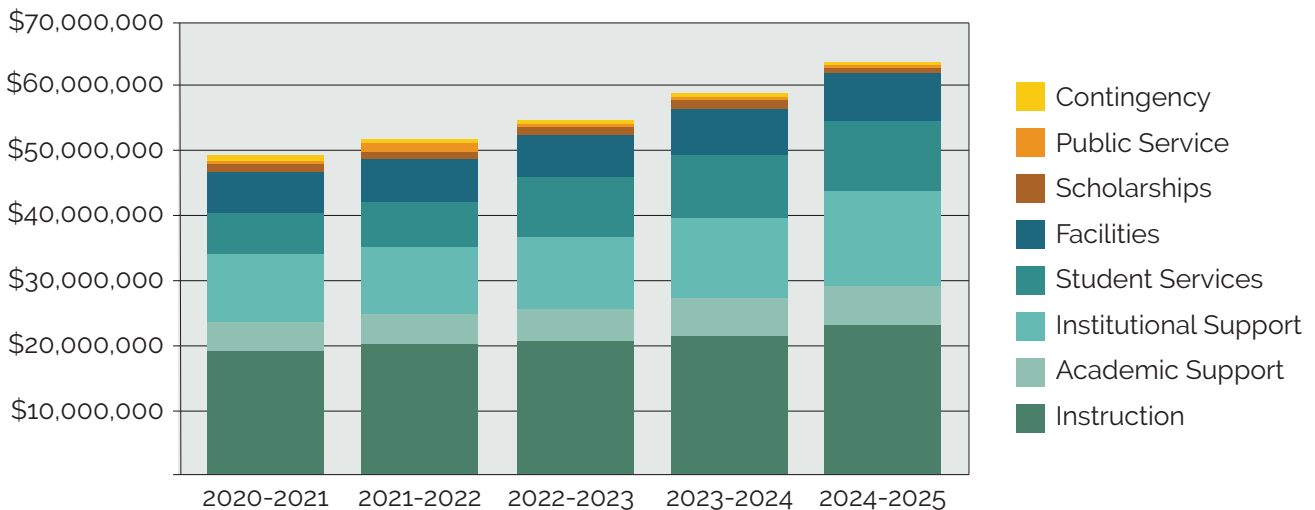
Institutional Support: Those administrative functions needed to plan and manage the college including executives, accounting, human resources, information technology, marketing, etc.

Facilities: Those activities associated with the operations of the college's physical facilities including maintenance, grounds, and custodial services.

Scholarships: Financial aid awarded to students to lower their costs of attending college.

GENERAL FUND	AMOUNT
Instruction	\$ 23,308,900
Academic Support	6,252,400
Institutional Support	14,404,600
Student Services	10,842,600
Facilities	7,473,500
Scholarships	1,085,800
Public Service	27,400
Contingency	630,000

GENERAL FUND
Expense Budget by Program

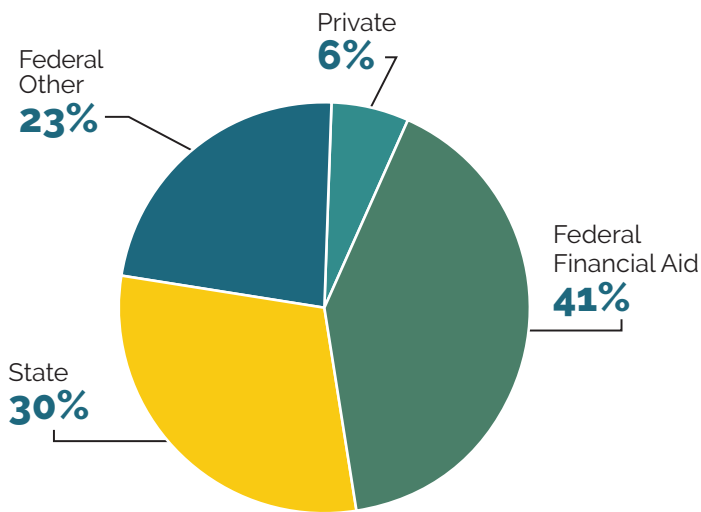




Restricted Fund

This fund accounts for monies (such as gifts, grants, or contracts) that were given to the College on the condition they be used for a specific purpose.

RESTRICTED REVENUES BY SOURCE



This year, the College brought \$20.2M of revenues to be spent in Yavapai County.

Federal Financial Aid is money to help students pay for College. This includes a host of programs such as:

- Federal Pell Grants
- Federal Work-Study
- Federal Direct Loans
- Federal Plus Loans
- Federal VA Benefits

Other grants support workforce development programs, provide Adult Basic Education for students wishing to earn their General Equivalency Diploma (GED), encourage first-generation college students to enroll, prevent substance abuse, and create lifelong learning opportunities for older adults.



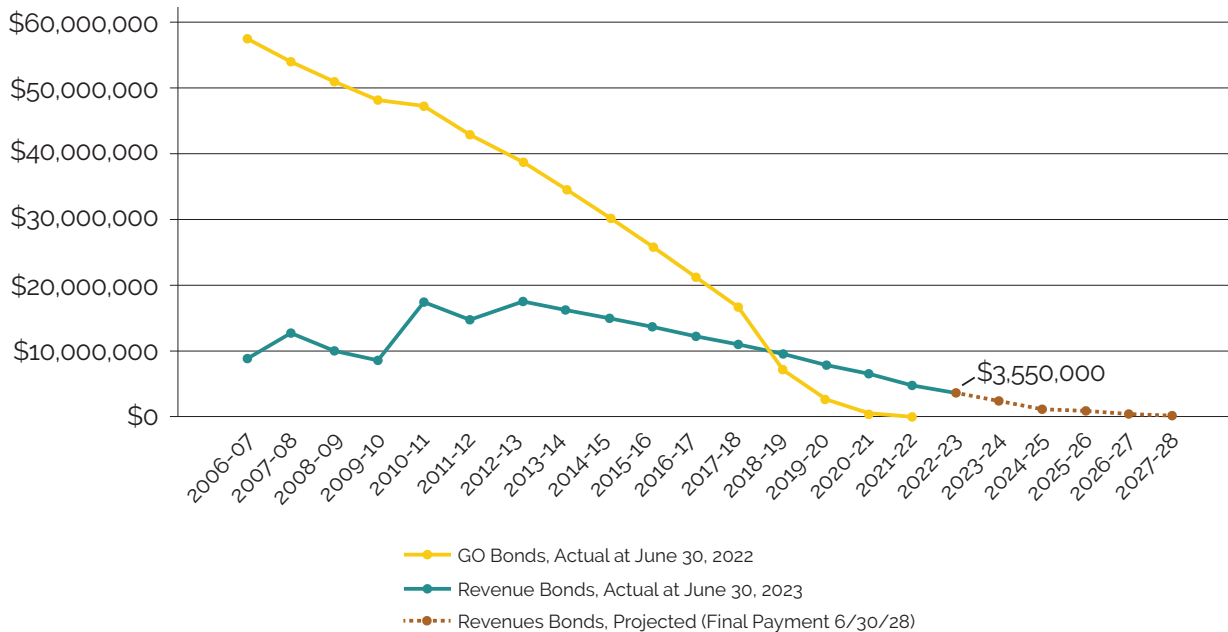
Debt Fund

This fund tracks the issuance or repayment of principal, interest, and other related fees for long term debt.

Credit Ratings

Yavapai College's GO Bonds have been rated Aa2 from Moody's and AA- from S&P. These strong ratings indicate these investment experts believe that YC is a good credit risk, with a stable financial outlook and sound fiscal practices.

LONG TERM DEBT Actual and Projected Principal Payments



Capital (Plant) Fund

This fund records large improvements in building, infrastructure, and grounds, which are then depreciated over time. There are 3 primary components of the Capital Fund: Planned Maintenance, Equipment, and Capital Improvement Projects.

Planned Maintenance

Yavapai College reinvests \$4M in its buildings and infrastructure on an annual basis. We do this because it extends the useful life of our buildings and lowers our Total Costs of Ownership. YC has been working with Sightlines, a firm specializing in higher education facilities. Per their independent assessment of Net Asset Value, (NAV), our buildings are 89% as good as new, placing YC near in the top decile of colleges and universities.

Equipment

YC also reinvests annually in equipment to help employees remain productive and to provide students access to the tools they will encounter when they enter the workforce.

FY2024-25 Capital Improvement Projects

- **CTEC Campus Signage** Increase site visibility and promote college classes and events by installing electronic marquee adjacent to major highway.
- **Center for Learning & Innovation (M & 19)** This initiative includes shared space for the library, information technology support, tutoring, collaboration, content creation, meetings, socialization, and studying at the Prescott and Verde Valley Campuses.
- **Workforce Housing** This is a pilot to explore options for addressing the high cost of housing in Yavapai County. Projects include manufactured housing and an RV park at the VVC, tiny homes and RV's at the Chino Center, and renovate Building 34 to create an efficiency apartment on Prescott Campus. Spaces not used by employees may be used to meet student demand.
- **Prescott Pines Housing** Beginning with a Brailsford & Dunlavy report in 2019, YC has been looking for attainable housing solutions for students and employees. This need was included in the FY22 Facilities Master Plan, and is now part of the College's Strategic Plan. After much market research, the college found the Prescott Pines Camp opportunity. After much research, the DGB approved purchasing the Prescott Pines property in FY24.
- **Sensory Integration Accelerator** This project was envisioned to enhance CTEC to better meet the needs of the mining industry. YC was not awarded one of the State grants so the project is cancelled.
- **Brewing and Distilling** This project was originally envisioned to build a new teaching space at the VVC to expand the program. Given limited enrollment, the project has been tabled.



Construction underway for the Center for Learning & Innovation on the Prescott Campus, first floor.



Construction for the Center for Learning & Innovation on the Prescott Campus, second floor.



Construction in progress for the Center for Learning & Innovation on the Verde Valley Campus.



Workforce housing on the Verde Valley Campus already set up and running.



Prescott Pines purchase for student and staff housing.



Auxiliary Fund

This fund tracks revenues and expenses for non-core services provided to students, employees, and the general public.

Residence Halls: YC has 220 beds on its Prescott Campus.

Employee and Adult housing: YC is developing housing opportunities for 10-40 employees and 90-120 adult (21+) students at Prescott Pines, Verde Valley Campus, and Chino Valley Center.

Food Services: YC operates food service at the Prescott and Verde Valley Campuses, partnering with the YC Ag program to provide farm-to-table offerings when available. YC contracts with a 3rd party operator to provide a grab and go self-service convenience store at CTEC.

Bookstore: YC contracts with Follett to provide books, educational supplies, and branded items.

Family Enrichment Center: YC operates a preschool as a hands-on learning lab for adult students in our Early Childhood Education program.

Southwest Wine Center: YC students cultivate 12 varieties of grapes on 13 acres, making YC one of the few academic Estate Wineries in the country. The annual harvests are converted into award-winning wines and marketed in the Tasting Room of the SWC.

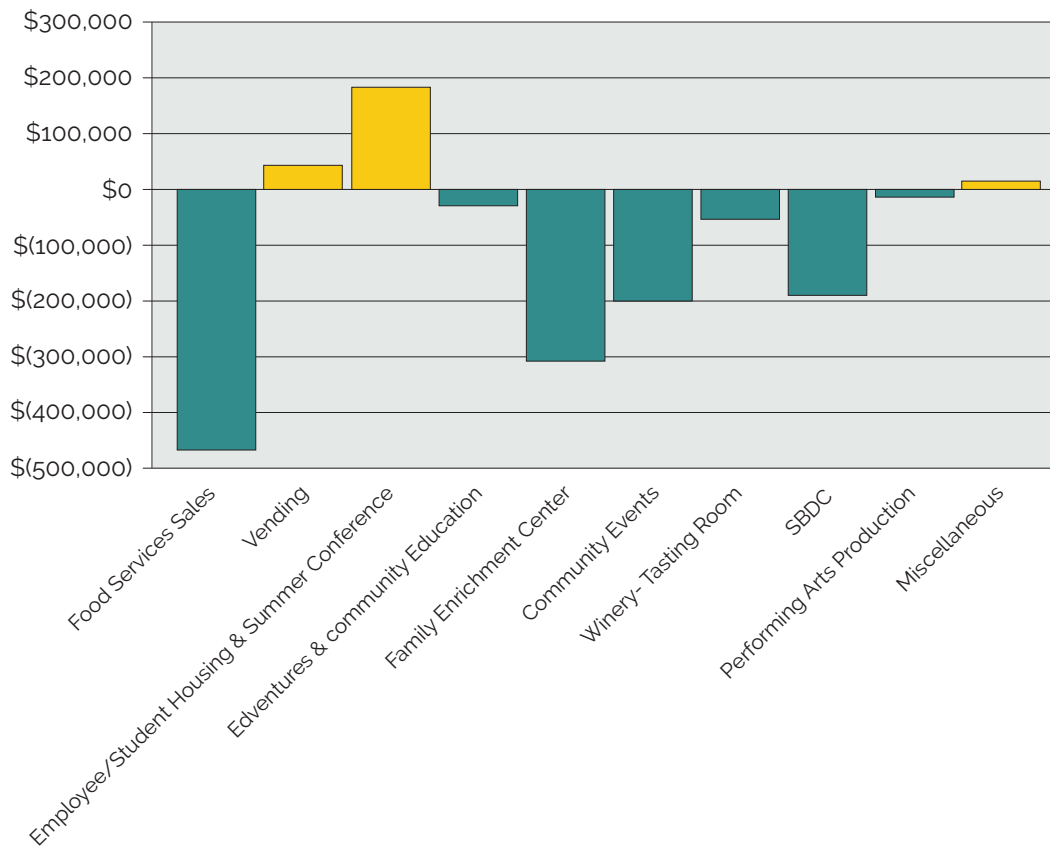
Community Events: YC offers a variety of community events throughout the county. This includes performances by the college Music and Theater departments, as well as sponsoring nationally touring artists. The majority of events are held at the 1100 seat Yavapai College Performing Arts Center but also have been held in a variety of venues, including the Mabery Pavilion at the YC Verde Valley Campus and the Sedona Performing Arts Center.

Each year, approximately 13,000 grade and middle school students attend the Curtain up! Education series which features 5-7 shows designed to engage students with the arts and enhance their educational experience.

AUXILIARY FUND	AMOUNT
Food Services Sales	(\$467,200)
Vending	\$45,000
Employee/Student Housing and Summer Conference	\$180,100
Edventures & Community Education	(\$28,700)
Community Events	\$(208,400)
Family Enrichment Center	\$(311,900)
Winery- Tasting Room	\$(54,900)
SBDC	\$(193,100)
Performing Arts Productions	(13,600)
Miscellaneous	\$17,500



AUXILIARIES BUDGETED SURPLUS/ (DEFICIT)
Without Overhead Allocation
 FY2024-25



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The purpose of this Budget-in-Brief is to give the college community an overview of the FY2025 Budget.
More information can be found on the college's website:
www.yc.edu/budget

