

# A HISTORY OF YAVAPAI COLLEGE'S CTE SUCCESS ON THE WEST SIDE OF YAVAPAI COUNTY

## NOW IS THE TIME FOR SIMILAR CTE SUCCESS ON THE EAST SIDE OF YAVAPAI COUNTY

**A history of Yavapai College's West County CTE success.**

**A history of Yavapai College's East County CTE failure.**

**A suggested plan for future Yavapai College East County CTE success.**



The key to West County success was cooperation from all educational institutions on that side of Mingus Mountain.

William Mitchell College of Law Emeritus Professor Robert Oliphant  
March, 2017





William Mitchell College of Law Emeritus Professor Robert Oliphant has a decade of experience with Yavapai College. Following his retirement in 2007, along with Ms. Ruth Wicks, Ms. Julie Larson, and others, he helped resurrect the greater Verde Valley Chapter of the Yavapai College Foundation. The Chapter raised thousands of dollars to support Community College projects in the Verde Valley. He was president of the Chapter for two years. In 2008, with assistance from former Executive Dean Tom Schumacher, Randy Garrison, Ruth Wicks and Professor Paul Woolsey, he wrote the first business plan for the development of a viticulture program on the Verde Campus. He submitted the proposal to the College Foundation, which eventually led to the adoption by the College. He was also a member of the Yavapai Community College Foundation until 2013. In addition, he represented District three on the District Governing Board, which encompasses about two thirds of the Verde Valley, from 2013 to 2014. He resigned in protest of the treatment afforded the Verde Valley by the Board. Since 2014 he has been active with the Verde Valley Community College Advocates group. He has written extensively about the history of the unequal treatment of the Verde Valley at the hands of the District Governing Board and College administrations. In 2016 he authored a 310-page book entitled, "Wake up Verde Valley, You've Just Been Ripped off." The book provides the first in-depth examination of how the Yavapai Community College in Yavapai County, Arizona ignored major development in the Verde Valley for almost a half-century. During this period, the College with approval of the District Governing Board, constructed a Community College educational empire on the west side of the Yavapai County.

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# State-of-the-Art CTE only on West County

## **INTRODUCTION**

When it comes to the Community College, history tells us that it has concentrated on developing career and technical education (CTE) programs on the west side of the County; especially over the past decade. This resulted in a major CTE disparity in learning opportunities between high school students and residents on the east and west sides of Yavapai County.

This chapter reviews the history of the Community College CTE efforts. It includes a brief review of the history of the two Yavapai County joint technical education districts and explores their relationship with the Community College. It also examines the rise and fall of the Community College's CTE efforts on the Verde Campus. Finally, it offers suggestions for future development of career and technical education on the east side of the county.

The chapter argues that the positive result of the College, the Joint Technical Education District (*Mountain Institute JTED*),<sup>1</sup> and high school superintendents on the west

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1. *Mountain Institute*, see [http://www.mijted.net/pages/Mountain\\_Institute\\_JTED](http://www.mijted.net/pages/Mountain_Institute_JTED) (last visited March, 2017).

## IMPORTANCE OF CTE

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side of Yavapai County working cooperatively in developing CTE programs is the finest small college CTE facility in Arizona. This is the Community College career and Technical Education Center located at the Prescott airport. The negative result of the Governing Board and College administration ignoring the East side of the County has been to deprive CTE training opportunities to hundreds, possibly thousands, of Verde Valley high school students and East County residents.

### ***IMPORTANCE OF CTE***

Most educators believe that career and technical education is extremely important. Today's economy, they argue, demands a better educated workforce than ever before. The jobs in this new economy require complex knowledge and skills that past jobs did not require. One estimate is that in the United States two-thirds of the jobs created by 2018 will require some form of post secondary education.<sup>2</sup>

Educators also argue that for high school students, career and technical education is considered an educational strategy that can provide them with the academic, technical, and employability skills and knowledge needed to pursue post-secondary training or higher education. The training also provides them with a career field prepared for ongoing learning.<sup>3</sup>

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2. Carvevale, Smith, Strohl, "Projection of Jobs and Education Requirements through 2018," Georgetown University, Center for Education and the Workforce, June 2010. <https://cew.georgetown.edu/wp-content/uploads/2014/12/fullreport.pdf> (last visited November, 2016).

### **ARIZONA'S WORKFORCE GAP**

A 2013 Arizona State University (ASU) report says career and technical education programs can help solve the skills gap in Arizona's workforce. The “skills gap” refers to the difference in the skills students leave high school with and the training they need to start careers.<sup>4</sup>

Demand for jobs requiring an associate degree or technical training are estimated to increase by 18 and 16.9 percent by 2020, according a report from ASU's *Morrison Institute for Public Policy*. The rise in demand for those two degrees is expected to be higher than any increase in demand for a bachelor's degree, which the report estimates will be 16.5 percent.<sup>5</sup>

### **EAST COUNTY HOPES—2000/2001**

The history of the potential for serious broad-based CTE training in Yavapai County at the high school and post-secondary college level began in the years 2000 and 2001.<sup>6</sup> Events during those two years provided optimism for a future major CTE program development on the East side of the County. In fact, there was optimism for future CTE train-

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3. “Partnership for 21st Century Skills,” Association for Career and Technical Education, & National Association of State Directors of Career Technical Education Consortium, 2010) [http://www.p21.org/storage/documents/CTE\\_Oct2010.pdf](http://www.p21.org/storage/documents/CTE_Oct2010.pdf) (last visited November, 2016).
  4. Sapna Gupta, “On the Rise: The Role of Career and Technical Education in Arizona's Future,” ASU *Morrison Institute for Public Policy*, April, 2013, pp. 4, 6, 22, 41.
  5. *Id.* at p. 18.
  6. There are 14 JTEDS (public and private) in Arizona.

## V'ACTE VOTED IN

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ing opportunities for much of Northern Arizona with a centralized training center on the Verde campus.

### **V'ACTE VOTED IN**

In 2001, the Valley Academy for Career & Technology Education (V'ACTE) was founded after it was approved as a Joint Technical Education District (JTED) by the voters from the Clarkdale-Jerome School District, Cottonwood-Oak Creek USD, Mingus Union High School District, Camp Verde USD, and Sedona-Oak Creek Joint School District.<sup>7</sup> V'ACTE was the third Joint Technical Education District (JTED) formed in Arizona.<sup>8</sup> V'ACTE works with the three high schools (satellite schools) in the Verde Valley.<sup>9</sup>

Once approved, the East County JTED became a separate taxing district that annually generates revenue for CTE courses within the district.<sup>10</sup> This revenue is provided through County property taxes that are assessed only in the JTED district plus state and federal assistance. V'ACTE annually receives an estimated \$1.3 million dollars.<sup>11</sup>

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7. Bob Weir, Commentary, "V'ACTE moving forward to meet needs of Valley youth" *Verde Independent*, March 7, 2017 <https://www.verdenews.com/news/2017/mar/07/commentary-vacte-moving-forward-meet-needs-valley-/> (last visited March, 2017).

8. *Ibid.*

9. Mingus Union high school, Sedona Red Rock high school, Camp Verde high school.

10. They also have the power to raise funds via General Obligation Bonds for capital projects in the JTED district.

11. The totals for the V'ACTE JTED from 2000 to 2015 can be found at the following web site: <http://www.azleg.gov/jlbc/JTEDFunding.pdf> (last visited November, 2016).



## V'ACTE VOTED IN

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After voters approved the East County JTED District in 2001, the JTED was set up with an independent administrative superintendent and staff. It obtained office space in Cottonwood where it administered the CTE program for the District. It took the operational name, *Valley Academy for Career and Technology Education Center (V'ACTE)*.<sup>12</sup>

The present superintendent, Bob Weir, has explained how the funds for V'ACTE are used:<sup>13</sup>

VACTE provides financial support, curriculum support, state testing support, regulation support, support for the Career Technical Education (CTE) teachers and central campus CTE programs/courses.

The voters approved a 5-cent property tax for VACTE, which is the lowest property tax in the Verde Valley. The money from the taxes is added to the state funding for Average Daily Membership (ADM) based on the enrollment at the three high schools and the central campus CTE courses.

VACTE generates the funds in the following manner: A student at one of the satellite schools attends the school for five or more periods during the day if one of the periods is an approved JTED CTE class VACTE will

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12. You can find the V'ACTE current web site at: <http://www.vacte.com/> (last visited November, 2016).

13. *Supra*, fn. 7.

## V'ACTE VOTED IN

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get.25 ADM and the satellite will receive the 1.0 ADM (Full).

The money generated goes to VACTE and is paid back to the schools on a reimbursement basis for the CTE course cost. The school must maintain the financial responsibility for the CTE courses which they had spent in 2001.

As of 2016, V'ACTE began a centralization effort. For the 2016-2017 year, V'ACTE offered centralized programs in fire science, nursing, welding, and digital film and television.<sup>14</sup> The V'ACTE governing board also approved the superintendent's plan to gather data to aid expansion of centralized programs for the 2017-2018 school year to include Medical Assistant, Construction Technology, Lab Assistant, Heating and Air Conditioning (HVAC), Law Enforcement and Culinary Arts.<sup>15</sup>

V'ACTE's superintendent is no doubt searching for future financial support to construct a central facility. To date,<sup>16</sup> the Community College has rejected suggestions that it use

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14. Bill Helm, *Verde Independent*, January 17, 2017 <http://www.verde-news.com/news/2017/jan/17/despite-closure-arizona-technical-college-vacte-pl/> (last visited March, 2017). Note that the central campus is a course which V'ACTE managers, funds and the students attend it off the satellite school campus. All central campus programs are open for any student in a charter school, home school or the three Verde Valley satellite high schools. The central campus will generate VACTE.75 ADM if the students attends the satellite school or charter school for at least four periods. The school district and charter district will still receive the 1.0 ADM for the same student.

## 2000: VERDE REGIONAL SKILLS CENTER

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some of its \$6 million to \$8 million annually it has available for capital projects to construct a facility that is smaller but like the one on the West side of the County.<sup>17</sup> The College has indicated, however, that it will invest in renovating building “L” on the Verde Campus if a plan for its use is presented to it.<sup>18</sup> Note that the Community College has invested about \$18 million in the CTE campus at the Prescott airport, which is used for training by the *Mountain Institute* and the College.<sup>19</sup>

## **2000: VERDE REGIONAL SKILLS CENTER**

The history of the Community College's effort to develop a career and technical education program in the Verde Valley is interesting, possibly sad. In the year 2000 County voters approved a \$69.5 million bond issue. The bond provided revenue for Community College renovation and

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15. VACTE and Yavapai College are starting a culinary arts program for Seniors in the Verde Valley which will be held at the YC Sedona Campus from 7 to 9:45 a.m. The students will earn 16 credits and a culinary art certification from YC and an opportunity to earn ServSafe industry certification. VACTE and YC are offering 16 credits in nursing related course work which will count towards a Medical Assistant certification through YC and industry certification. The students will earn credit in introduction to nursing, first aid/CPR, phlebotomy course and medical terminology courses. The new VACTE programs with the existing central campus courses will give the senior and juniors in the Verde Valley and Sedona a chance to earn college credits, college certification and industry recognized certification.

16. March, 2017.

17. In April, 2016, President Wills indicated to the Clarksdale town Council that if the east side of the county wanted a building to centralize career and technical education, it should use the General Obligation Bond process– It should not look to the College for assistance.

## 2000: VERDE REGIONAL SKILLS CENTER

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expansion throughout the County.<sup>20</sup> Included as a part of the bond was a promise from the Community College to construct and support a major CTE training facility on the Verde Campus. It was to be called the “Northern Arizona Regional Skills Center (NARSC).”<sup>21</sup>

Yavapai College teamed with the United States Department of Commerce to provide the funds to construct the Center on the Verde Campus.<sup>22</sup> Yavapai College dedicated approximately \$1.3 million from the \$69.5 million bond for the Center while the federal government provided \$1.2 million in additional capital funding for workforce development.

Once fully developed, the Center could have provided education and vocational learning opportunities for high school students and residents across much of Northern Arizona.<sup>23</sup> The program as originally envisioned by the College

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18. In March, 2017 the Governing Board indicated it was setting aside \$3.8 million to renovate building L on the Verde campus. Expenditure of these funds was moved to begin in 2018 – 19 to allow a CTE plan to be submitted to the Governing Board. <https://www.yc.edu/v5content/district-governing-board/sub/2017/03/Preliminary%20Capital%20Budget.pdf> (Last visited March, 2017).

19. This figure represents investments in CTEC coming from property taxes, tuition, grants, and gifts from the College Foundation.

20. The Bond was approved in November, 2000. Yavapai College Timeline <https://www.yc.edu/v5content/library/archives/timeline.htm> (last visited November, 2016).

21. See generally, *Bugle*, October 2, 2000 <http://cvbugle.com/news/2000/oct/02/college-asks-voters-for-brmoney-in-bond-election/> (last visited November, 2016).

22. See generally, *Bugle*, October 3, 2000 <http://cvbugle.com/news/2003/oct/03/yavapai-college-verde-valley-campus-construction/> (last visited November, 2016).

was intended to serve Yavapai, Coconino, Apache, and Navajo counties.

### ***HOPE FOR THE VERDE CAMPUS CTE***

Professor Paul Kessel, the chief operational officer for the Verde Campus, when interviewed in 2002, was enthusiastic about the future of the *Northern Arizona Regional Skills Center* (NARSC) on the Verde Campus. He said:

“[T]he (*Center*) will provide much-needed educational space and resources to further develop job training programs to benefit residents of northern Arizona. This is an exciting and unique opportunity for northern Arizona residents to gain specific work related skills that will allow citizens to seek immediate employment or increase their level of income in a current or new position.<sup>24</sup>

Per interviews given to the local media, the College indicated that the curriculum, at least in part, would be developed based on recommendations from business operators in Northern Arizona seeking specific training for existing

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23. In a Clarkdale *Talk of the Town* newsletter dated December, 2002 the author wrote: “Yavapai College staff and faculty are excited about the opportunities that will be presented to the community through the expansion of its Verde Valley Campus. Ongoing talks with businesses and community leaders have led the way for many new partnerships for the Northern Arizona Regional Skill Center.” [http://www.clarkdale.az.gov/newsletter\\_brochure/12-2002.pdf](http://www.clarkdale.az.gov/newsletter_brochure/12-2002.pdf) (last visited November, 2016).

24. *The Daily Courier*, December 11, 2002.)

## HOPE FOR THE VERDE CAMPUS CTE

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and potential future employees. The College also announced that it had identified several programs that were already in the developmental stage. Those programs included the following.<sup>25</sup>

- Nursing Assistant
- Direct Patient Care Provider
- Medical Assistant- Front and Back Office
- General Office, Customer Service, Receptionist
- General Accounting, Receivable, Payable and Payroll
- Computer Repair
- Facilities Maintenance-Plumbing, Carpentry, Electrical, Grounds keeping, Air Conditioning
- Automotive Technician
- Welding
- Heating, Ventilation, Air Conditioning, Refrigeration
- Cottage Industry and Small Business Operations
- Commercial Drivers' License Training, Truck Driving, Bus Driving.

“We are excited about the opportunity of truly making this a community campus for our Verde Valley surrounding communities.”<sup>26</sup>

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<sup>25</sup>.*Ibid.*

<sup>26</sup>.Mr. Paul Kessel is quoted in the news media with this statement.

## cte verde FACILITY COMPLETED IN 2004

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Harry Swanson, general manager of the Skills Center, said that the basic vision of the Skills Center is not only to provide livable wages for the jobs currently available in Northern Arizona but also to identify new opportunities, such as higher technology to upgrade job-skills training. Swanson said the Center intends to improve skills training for the jobs that are already here. “We’re going to get more involved in the building and construction trades.”<sup>27</sup>

“This skill center is part of the master plan project of Yavapai College,” Swanson said. “Part of that plan is to provide education and training to a broad-based population in Northern Arizona, especially in Yavapai, Coconino, Navajo and Apache counties. The bottom line of the project is to help rural Arizonans find good jobs.”<sup>28</sup>

### **CTE VERDE FACILITY COMPLETED IN 2004**

In February, 2004 the *Northern Arizona Regional Skills Center* on the Verde Campus was dedicated.<sup>29</sup> The Comprehensive Annual Financial Report published and distributed by the College on June 30, 2004 summarized the progress of the *Center*. It reads as follows:

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27. *Bugle*, February 11, 2004 <http://cvbugle.com/news/2004/feb/11/college-dedicates-job-skills-center/> (last visited November, 2016).

28. *Ibid.* See also *Chino Valley Review*, November 14, 2000 <http://www.cvrnews.com/news/2000/nov/14/uelection-2000ubr695-million-for-yavapai-14041/> (last visited November, 2016). Yavapai College Comprehensive Financial Report, June 30, 2004 p. 4 (Center dedicated February, 2004). [https://www.azauditor.gov/sites/default/files/Yavapai\\_County\\_Community\\_College\\_District\\_June\\_30\\_2004\\_CAFR.pdf](https://www.azauditor.gov/sites/default/files/Yavapai_County_Community_College_District_June_30_2004_CAFR.pdf) (last visited November, 2016).

29. The CTE center was in building “L” on the Verde campus.

## NEW PRESIDENTS; NEW BOARD

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“The construction of the new 15,000 square foot *Northern Arizona Regional Skill Center* on the Verde Valley Campus was completed this year. The building was formally dedicated at the February 2004 District Governing Board meeting.<sup>30</sup> Programs at the *Center* will focus on six key areas - business and office technology, basic health-related occupations, construction and building maintenance, hospitality and tourism, information technology management, and manufacturing/engineering technology. The new *Center* will serve the workforce training needs of residents living in Apache, Coconino, Navajo and Yavapai counties. Partial funding for the *Center* was provided by the U.S. Department of Commerce — Economic Development Administration.<sup>31</sup>

### **NEW PRESIDENTS; NEW BOARD**

The changing composition of the District’s Governing Board from 2004-2006 and the arrival of two new presidents<sup>32</sup> in seven years dramatically altered the focus of career and technical education training in Yavapai County.

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30. Yavapai College Comprehensive Financial Report, June 30, 2004 p. 4 (Center dedicated February, 2004) [https://www.azauditor.gov/sites/default/files/Yavapai\\_County\\_Community\\_College\\_District\\_June\\_30\\_2004\\_CAFR.pdf](https://www.azauditor.gov/sites/default/files/Yavapai_County_Community_College_District_June_30_2004_CAFR.pdf) (last visited November, 2016).

31. *Ibid.*

32. Dr. James Horton, August 2005-summer, 2011; Dr. Penelope Wills, August, 2011 to present.



That focus swung from the East to the West side of the County.<sup>33</sup>

### **MINING INTERESTS AND WEST COUNTY**

In 2006, Phelps-Dodge (later Freeport-McMoRan Copper & Gold), a Phoenix-based global mining company, contacted the Community College saying that it would financially support the creation of a two-year apprenticeship program in diesel, industrial and electrical mechanics. Phelps-Dodge agreed to build classrooms and pay faculty salaries for the first three years of the program.<sup>34</sup>

Rather than locate the diesel training facility on the East side of the County as a part of the fledgling *Northern Arizona Regional Skills Center*, the College administrators, with Governing Board approval, sought a facility in the Prescott area where a new Community College Career and Technical Education Center could be developed.

The College administrators located a large building at the Prescott airport for sale. They and the Governing Board concluded it was an excellent site for a CTE Center.<sup>35</sup> A funding scheme to purchase the building was quickly arranged. In April 2007, the College purchased the 108,000-square foot building under a lease purchase financing

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33. The details regarding the problems faced by the College in 2004-06 and the impact of the arrival of the West County voting block are detailed later in this book.

34. Sapna Gupta, "The Role of Career and Technical Education in Arizona's Future," Morrison Institute for Public Policy, April, 2013, p. 24.

## MINING INTERESTS AND WEST COUNTY

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scheme for \$5 million.<sup>36</sup> An additional \$750,000.00 was added for future renovations.<sup>37</sup>

The material contained in the District Governing Board Agendas for February and May, 2007, describe how the purchase of the building was financed.<sup>38</sup> They also describe the cash contributions anticipated from Phelps-Dodge. The District Governing Board formally approved a lease-purchase financing plan for the acquisition of the building “to expand occupational and technical career programs for our citizens.” The lease/purchase agreement indicated that an annual payment would continue until the lease/purchase agreement was fulfilled.<sup>39</sup> The new Career and Technical Educational Center (CTEC) was set to become fully opera-

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35. At the March 2007 meeting, the Board authorized staff to purchase a 108,000-square foot facility at the Prescott Airport to house the District’s career and technical education programs. The owner of the 108,000-square foot facility was the Sturm-Ruger Corporation. [https://www.yc.edu/v5content/district-governing-board/sub/2007/05/05\\_Full\\_Agenda.pdf](https://www.yc.edu/v5content/district-governing-board/sub/2007/05/05_Full_Agenda.pdf) (last visited November, 2016).

36. A copy of the lease can be found in the May, 2007 approved minutes of the Governing Board for April. [https://www.yc.edu/v5content/district-governing-board/sub/2007/05/05\\_Full\\_Agenda.pdf](https://www.yc.edu/v5content/district-governing-board/sub/2007/05/05_Full_Agenda.pdf) (last visited November, 2016).

37. The staff recommendations can be found at page 139 of the April, 2007 agenda. [https://www.yc.edu/v5content/district-governing-board/sub/2007/04/04\\_Full\\_Agenda.pdf](https://www.yc.edu/v5content/district-governing-board/sub/2007/04/04_Full_Agenda.pdf) (last visited November, 2016).

38. The anticipated Phelps-Dodge corporate contribution to the Center from 2006 to 2008 was \$717,000. There was also an indication that Phelps-Dodge might provide over \$300,000 in 2007-08 for operations.

39. Discussed as item number 30 in the Governing Board Agenda, February, 2007 <https://www.yc.edu/v5content/district-governing-board/sub/2007/02/Full%20Agenda.pdf> (last visited November, 2016).

## JOBS AFTER TRAINING AT CTEC

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tional in time for the fall 2007 semester. However, it was not until February 12, 2008 that it was dedicated.<sup>40</sup>

### **JOBS AFTER TRAINING AT CTEC**

By 2008, the new CTEC offered “state-of-the industry training in career fields that are in high demand such as automotive and motorcycle technology, welding, and gunsmithing.”<sup>41</sup> Because of its partnership with Freeport-McMoRan, the College offered three mining certificate programs that guaranteed graduates a position with the mining company at a salary of \$35,000+ per year.<sup>42</sup>

### **GOODBYE REGIONAL TRAINING CENTER**

Once the decision to build the CTE Campus at the Prescott airport was made, the College showed little further interest in developing the *Northern Arizona Regional Skills Center* on the Verde Campus. Most of the anticipated CTE courses that were listed earlier in the chapter either never got off the ground at the *Center* or were eventually moved to CTEC at the Prescott airport. The once anticipated expansion of CTE to several northern counties never occurred.

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40. [https://www.yc.edu/v5content/district-governing-board/sub/2008/02/Approved\\_Minutes.pdf](https://www.yc.edu/v5content/district-governing-board/sub/2008/02/Approved_Minutes.pdf) (Last visited March, 2017).

41. See minutes on p. 2 of President’s Budget meeting (p. 11 of 43 on Agenda). [https://www.yc.edu/v5content/district-governing-board/sub/2008/06/Budget\\_Regular\\_Mtg\\_Full\\_Agenda.pdf](https://www.yc.edu/v5content/district-governing-board/sub/2008/06/Budget_Regular_Mtg_Full_Agenda.pdf) (Last visited March, 2017).

42. *Ibid.*

## verde BUILDING “L” RENOVATED: 2007

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Much later, if one asked College officials about the demise of the *Northern Arizona Regional Skills Center*, a typical response was that it “lacked enrollment.” With the closing of the *Northern Arizona Regional Skills Center* the dreams and hopes of thousands of residents on the East side of the County for a vigorous CTE College training center vanished.

The decision to close the *Northern Arizona Regional Skills Center* also impacted V’ACTE. It lost the potential of developing a significant CTE partnership with the Community College on the East side of the County.

### **VERDE BUILDING “L” RENOVATED: 2007**

Building “L” on the Verde Campus was the original site for the Northern Arizona regional skills Center. The renovation of Building “L” on the Campus was undertaken when career and technical education was moved to the west side of the County. Renovation of building “L” was completed in time for the fall’07 semester. The renovation included two new science labs to meet the demands of Allied Health and other science programs.

### **COLLEGE POLITICALLY HELPS WEST JTED**

The history of the relationship with the JTED on the West side of the County is in sharp contrast to the relationship with the East side JTED.<sup>43</sup> There is little doubt that the District Governing Board, especially the members of the

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43. Note that beginning in 2016 College began efforts to improve its relationship with the east side JTED.

## COLLEGE POLITICALLY HELPS WEST JTED

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Board representing the West County interests, recognized the potential of a West County JTED linking arms with the College's well-financed CTEC Center. While the West County JTED could offer a limited number of CTE programs at its high schools, the CTEC Center could offer high-end training using costly equipment the high schools could not afford.

Among other West County benefits, CTEC could accommodate high school students and non-high school students in the same courses at its Prescott airport facility. By allowing high school students and non-high school students to jointly take courses everyone is a "winner." West County high school students obtain College credit while the College receives tuition revenue from the West County JTED to help pay for operational expenses. Furthermore, with its millions of dollars and ability to obtain large grants, the College could purchase costly equipment for its CTE programs that were out of reach for the West side JTED.

However, in 2007 there was a problem: There was not a Joint Technical Education District on the West side of Yavapai County. A political campaign was needed to create one.

The District Governing Board jumped in to support the political effort to persuade voters to create a JTED. At the February, 2007 District Governing Board meeting, the need for a West County JTED was placed on the agenda for discussion. Recall that this is also the meeting where the new CTEC Campus at the Prescott airport was approved. The idea of a West County JTED received accolades from the District Governing Board. The Governing Board was pre-

## WEST COUNTY JTED ARRIVES

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sented with a document that listed the members of the newly created “West Yavapai County Joint Technology Education District Steering Committee.” The College Vice President of Academic Affairs and Provost was a member of the Committee. Mr. Howard Moody, an influential member of the Yavapai College Foundation, was also a member.<sup>44</sup> The Board was so excited at the potential of a West County JTED that it adopted Resolution #2007-02 encouraging its development.<sup>45</sup> The Board Resolution made the political case for a West side JTED.

### **WEST COUNTY JTED ARRIVES**

Politics to support a West County JTED moved swiftly following the District Governing Board resolution. In the fall of 2008, the question of creating a JTED for the West side of Yavapai County was on the ballot for West side voters. Seven West-side communities voted to create the JTED with more than 70 percent of those voting on the issue approving it. Once the West County JTED was formed, it took the name “*Mountain Institute*.” The next step for the College and the *Mountain Institute* was to coordinate CTE offerings on the CTE Community College Campus at the Prescott airport.

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44. See <https://www.yc.edu/v5content/district-governing-board/sub/2007/02/JTED.pdf> (last visited March, 2017).

45. The resolution signed by then Board Chair Ray Sigafos can be found at page 66 of the February, 2007 Agenda. <https://www.yc.edu/v5content/district-governing-board/sub/2007/02/Full%20Agenda.pdf> (last visited November, 2016).

**OCTOBER 2009 JOINT AGREEMENT**

The relationship between the College and the West side JTED was solidified at the October 8, 2009 District Governing Board meeting.<sup>46</sup> The Board unanimously and no doubt enthusiastically approved an Intergovernmental Agreement between the *Mountain Institute* Joint Technical Education District No. 02 and Yavapai College.

The College described the purpose of the Agreement as providing “college courses to satellite districts and other students eligible for enrollment in courses funded by the *Mountain Institute* JTED. Educational opportunities may include enrollment into regularly scheduled courses and/or enrollment into customized educational arrangements.” It had never made such an agreement with the County's East side JTED.

*Mountain Institute* high school students began taking classes in reasonably large numbers jointly with Community College students at the CTEC at the Prescott airport. The dual enrollment provisions at CTEC for high school students plus adult non-high school students all being taught together made the College courses financially sustainable.

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46. The approval is found in item number 13 of the October, 2009 Agenda. [https://www.yc.edu/v5content/district-governing-board/sub/2009/10/Agenda%20Regular%20Bd%20Mtg%20w\\_attach.%2010--09.pdf](https://www.yc.edu/v5content/district-governing-board/sub/2009/10/Agenda%20Regular%20Bd%20Mtg%20w_attach.%2010--09.pdf) (last visited November, 2016).

## **APRIL 2011 ENGINEERING REPORT**

Beginning in the fall 2011, the College and the *Mountain Institute* agreed to offer an Applied Pre-engineering Degree Program at the CTEC for high school students. This program was made possible through a federally funded Science, Technology, Engineering, and Mathematics (STEM) initiative. The partnership allowed high achieving students to get a jump start in their junior year of high school if they were considering a career in engineering.

Yavapai College's Applied Pre-Engineering students could earn an Associate's degree in Applied Pre-Engineering. They could also earn six separate industry certifications for electronics, robotics and computer numerical control. The program provided an opportunity to earn the above certifications as well as over 20 college credit hours by the time high school students graduated from high school.<sup>47</sup>

## **ROBOTICS CAMP—ON BOTH CAMPUSES**

The College introduced a Robotics Camp at CTEC in the summer of 2011 for girls and boys in grades seven through twelve.<sup>48</sup> The college reported that the campers worked in a team setting, learning the skills to build robots and compete against skill courses or against each other. They tack-

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47. The program was outlined at the January, 2011 Governing Board meeting and a Power Point presentation about it can be found within the agenda. <https://www.yc.edu/v5content/district-governing-board/sub/2011/01/Jan112011RevBdMtgfull.pdf> (last visited November, 2016).

48. Ibid.



## OCTOBER 6, 2011 AGREEMENT

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led daily engineering challenges and gained invaluable problem solving and interpersonal skills.

There is no indication that when this program began transportation issues between the East and West sides of the County were resolved so that girls and boys seeking to attend the Robotics Camp living on the East side of the County had easy, reasonable access to the program.

However, by 2017 the College was offering two different summer robot camps for middle school age students: ROV camp and BotBrain® camp. These free programs take place at two Yavapai College campus locations: CTEC Campus next to the Prescott Airport; Verde Valley Campus in Clarkdale.<sup>49</sup>

## **OCTOBER 6, 2011 AGREEMENT**

A new intergovernmental agreement was executed between the College and the *Mountain Institute* in October, 2011.<sup>50</sup> The agreement encompassed 17 courses.

## **SEPTEMBER, 2014 AGREEMENT**

In September, 2014 the *Mountain Institute* and Yavapai College executed another intergovernmental agreement. It listed 47 courses (see table 1 below) that *Mountain Insti-*

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49. See <https://www.yc.edu/v5content/academics/divisions/ctec/electric-instrument-tech/robot-camp.htm> (Last visited March, 2017).

50. Item number 14 on the Agenda for October, 2011 Governing Board meeting. <https://www.yc.edu/v5content/district-governing-board/sub/2011/10/RegMtgagdafulwatts101011.pdf> (last visited November, 2016).

## SEPTEMBER, 2014 AGREEMENT

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*tute* JTED students could take at the CTEC and the per credit fee the College charged JTED for each of them.

**Table 1: Course and per credit cost (2014)**

Course	Course	Course	Course
Nursing Assistant \$460	Pvt airplane ground 1 \$1200	Airplane preventative main. \$662	Digital circuits \$276
Diesel Preventative \$184	Pvt airplane ground 2 \$1200	Fundamentals of instructor \$92	Intro line-worker 1 \$184
Diesel electrical systems \$368	Pvt helicopter ground 1 \$1200	Intro CNC Machining/ operator \$184	Field training (lineworker) \$552
Transmission/transaxles \$368	Pvt helicopter ground 2 \$1200	CMC Machine setup \$184	Legal and ethical issues \$184
Automotive Brakes \$368	Pvt helicopter simulation \$662	3-D program & rapid prototyping \$276	Intro Manufacturing Tech \$358
Manual Drive \$368	Pvt airplane simulation \$662	Career and personal development \$276	Human nutrition \$216
Diesel steering & suspension \$368	Air Traffic Controller \$92	Intro to engineering \$276	Energy industry fundamentals \$276
Diesel Heat and air \$368	Procedures, Air Traffic Control \$92	Basic electricity \$368	Welding 1 \$184
Engine Diagnostics \$460	ATC Radar \$92	Electrical apparatus \$368	Welding II \$184

## V'ACTE PROGRAMS 2015-16

**Table 1: Course and per credit cost (2014)**

Course	Course	Course	Course
Auto engine repair \$184	Pvt Glider ground \$92	Intro to robotics \$276	Oxy-Acetylene Welding \$368
Arc 1	Arc 2 \$368	Blueprint reading \$368	MIG Welding \$368
Medical terms	Metal fabrication \$\$368.	Pipe welding \$368	

## V'ACTE PROGRAMS 2015-16

The chart that appears below was created by the *Morrison Institute* for a post secondary education forum held in Camp Verde in August, 2016.<sup>51</sup> It lists all the courses that V'ACTE offered in the Verde Valley at the time.

V'ACTE Program Offerings 2015-16	
Camp Verde	Mingus
Agriculture	Agriculture
Automotive	Automotive
Cabinet Making	Business Operations
Culinary	Drafting
Graphic Web Design	Engineering
Music / Audio Production	Film and TV
Sports Medicine	Sports Medicine
Sedona Red Rock	Technical Theatre
Business Operations	Welding
Digital Photography	V'ACTE
Film and TV	Fire Service
Journalism	Nursing
Technical Theatre	

51. There were 100 participants from the Verde Valley. The program was sponsored in part by the Yavapai-Apache nation.

## GRAND REOPENING

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Popular programs offered on the East side of Yavapai County by V'ACTE include agriculture, graphic web design, and sports medicine.<sup>52</sup> Centralized programs on the East side of the County included the fire fighting Academy in Cottonwood and the nursing program, which operates out of the Verde Valley medical clinic in Cottonwood. A partnership with Yavapai College for 2016-17 anticipated high school students taking courses in the film and television industry and receiving dual credit for them.

### **GRAND REOPENING**

There was a grand re-opening of CTEC on October 10, 2015 at the Prescott airport to celebrate over \$6 million in renovations.<sup>53</sup> The multi-million dollar upgrades to the facility included new classrooms, computer labs, faculty offices, instruction areas, a building addition, environmental enhancements and completely renovated parking lots. Per the College, technical education is one of its fastest growing offerings at the Community College level.

### **COOPERATING WITH MOUNTAIN INSTITUTE**

The relationship between the *Mountain Institute* JTED and the College has grown closer over the years. This was due in part to the lobbying interests on the West side of the County and the fact that some of the best lobbyists were

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52. The information regarding popularity was provided the *Morrison Institute* in 2016.

53. The College claimed in its press announcements that the cost was \$5.2 million. <https://www.yc.edu/webtools/apps/opi/news/?cid=4784> (last visited November, 2016). After the grand reopening, the College continued with renovations and additions.

## 9,000 COLLEGE HIGH SCHOOL CREDITS

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also members of the highly influential College Foundation. The membership gave them intimate contact with the College President and her advisors.

In February, 2016 the District Governing Board approved physically moving the relationship of the College and the *Mountain Institute* closer. The “closeness” was the result of the *Mountain Institute* agreeing to move its Administrative headquarters to the Community College CTEC at the Prescott airport. In addition, the College said it was consolidating the *Mountain Institute* allied health programs with the College health programs at a new facility being built on the existing Prescott Valley Center. In May, 2016 the Governing Board approved moving ahead with the Allied Health Center with an investment of \$5.8 million at the Prescott Valley Center.<sup>54</sup> By March, 2017 the administration of the *Mountain Institute* was at CTEC and construction of joint facilities at the Prescott Valley Center were well underway.

## 9,000 COLLEGE HIGH SCHOOL CREDITS

By 2016 an estimated 200 or more high school students from the West side of the County were involved per semester in CTE classes at CTEC.<sup>55</sup> In a *Mountain Institute* press release in December, 2015 it stated that in the last six years, *Institute* high school students had earned more than 9,000

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54. On its web site, the *Mountain Institute* indicated that it had moved its administrative headquarters to CTEC at the Prescott airport.

55. In fall, 2015 240 JTED students from the *Mountain Institute* enrolled at CTEC. Yavapai College News release, September 10, 2015 <https://www.yc.edu/webtools/apps/opi/news/?cid=4785> (last visited November 16, 2016).

## A DIFFERENT MODEL

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post-secondary credits from Yavapai Community College.<sup>56</sup>

### **A DIFFERENT MODEL**

It is common for some Community College staff to argue that the reason V<sup>ACTE</sup> receives such different treatment from the College than the *Mountain Institute* is that they are “different models.” That is misleading.

V<sup>ACTE</sup> initially located all its CTE training at the three high schools on the East side of the County. However, it is currently moving toward centralization and a model like that used by the *Mountain Institute*.

### **SOLUTION**

Based on the author's 10 year experience with Yavapai College, the following approach seems the most sensible to resolve the career and technical education gap that exists between the West and East sides of Yavapai County. To a great extent, it adopts what has been most successful in the development of the state-of-the-art CTEC facility and related programs on the west side of the County.

The first step is a decision to assemble an “East Yavapai County Joint Technology Education Committee District Steering Committee.” This is like the one created for the *Mountain Institute* in 2007.<sup>57</sup>

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56. In a spread sheet on its web site, the *Mountain Institute* reported that by the end of 2014 students had earned 6,288 credit. [http://www.mijted.net/pages/Mountain\\_Institute\\_JTED/Group\\_Pages/MIJTED\\_Governing\\_Board/JTED\\_Data](http://www.mijted.net/pages/Mountain_Institute_JTED/Group_Pages/MIJTED_Governing_Board/JTED_Data) (last visited November, 2016).

## SOLUTION

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The second step is to decide on the membership of the Joint Committee. Among the suggested members to be included are: (1) The Executive Dean on the Verde Campus and/or College Vice President; (2) Yavapai County Superintendent Tim Carter; (3) One member of the Yavapai Community College Foundation who resides on the East side of the County; (4) all the members of the Yavapai College District Governing Board Advisory Committee;<sup>57</sup> (5) All high school superintendents. (6) The V'ACTE superintendent (7) a representative of the Yavapai-Apache nation; (8) former District three Governing Board member Al Filardo.

The goal of the Committee is to cooperatively draft a far-reaching plan for a centralized CTE facility on the east side of Yavapai County. The Committee can learn from the mistakes and successes experienced by the Community College and the *Mountain Institute* when it developed the career and technical education training Center at the Prescott airport.

A priority to consider is high school scheduling issues at the three affected public high schools and the charter high schools in the District. A second priority is transportation to and from the proposed Center.

The most sensible location for the CTEC is on the Verde Campus. There are approximately 85 acres of open land available for construction. It places the career and technical education center adjacent the academic winery and stu-

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57. See <https://www.yc.edu/v5content/district-governing-board/sub/2007/02/JTED.pdf> (Last visited March, 2017).

58. The group was suspended in September, 2016 and could be reactivated.

## SOLUTION

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dents have immediate access to the remainder of the campus.

The facility itself should be constructed with maximum future flexibility in mind. This will allow it to be physically changed as programs change.

The new facility could include a small legitimate sound stage and a video production training area. The new facility could also provide office space for V'ACTE. This encourages centralized administration and cooperation in course development between the community college and the local JTED. This relationship has been successful on the west side of the County.

It is assumed that there is an understanding that classes in the new career and technical education center on the east side of the County are only sustainable if high school students and adults are taught for the most part simultaneously. This is the experience on the west side of the County.

Parochial interests, turf protection, and other kinds of obstacles must be swept aside.

Yavapai Community College has the ability to invest millions of dollars in an East side facility. However, without a clear plan it cannot be reasonably expected to do so.

Note that in 2017, the college announced it was reducing an original \$103.5 million development plan by \$33 million, leaving open the possibility of using some of those funds for a CTEC on the Verde Campus. The College also indicated it was already prepared to invest several million



## CONCLUSION

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dollars in a CTE facility on the Verde Campus, possibly in building “L”.<sup>59</sup>

Cooperation among all educational entities in the Verde Valley can result in a progressive, futuristic career and technical education plan.

### **CONCLUSION**

At the time this manuscript is written,<sup>60</sup> not a single student from the three East County high schools has received the opportunity to attend a course at the College CTE Campus at the Prescott airport. This is after ten years of development of that Campus on the West side of the County.

It is impossible for high schools on the East side of the County to duplicate many of the programs offered at CTEC. The most obvious reasons they cannot duplicate the programs involve space, cost and qualified faculty. High schools on the East side of the County do not have the space for putting in comparable programs. Even if they did, the enormous cost of the equipment like that found at CTEC makes such an effort impossible. Furthermore, faculty to teach sophisticated CTE courses are difficult to find and then to hold. The compensation is very low when com-

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59. In February, 2017 the College stated it would set aside for 2018-19 about \$3.8 million for CTE reconstruction. Building “L” was thought to be the best building to reconstruct for CTE. However, building “L” is a poor choice for a CTE facility. It was originally built for a CTE facility in 2004. When the CTE program failed it was renovated for science labs and the nursing program. Faculty interviewed about building “L’s” use in 2004-06 indicated it didn’t work well as a CTE facility.

60. November, 2016.

## CONCLUSION

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pared to the marketplace available to these highly skilled teaching technicians outside academia.

Distance and the absence of College or public transportation also create problems for non-high school residents living on the East side of the County seeking CTE training at CTEC. This is especially true for part-time workers, single mothers and fathers, the unemployed and others. Many find the remoteness from their home to CTEC too distant to travel and the shortest route, which is over Mingus Mountain, sometimes too dangerous to drive.

The taxpayers on the East side of the County provide millions of dollars in revenue to support CTEC construction and its ongoing programs at the facility at the Prescott airport. Yet, they do not receive similar CTE learning opportunities offered to those on the West side of the County. That is neither fair nor reasonable. Why should two-thirds of a County's residents benefit from a host of learning programs when one-third of its residents are left out? Especially when the Community College has the revenue to address the inequity.