

# Yavapai College 2015-2020 Strategic Plan

Prepared for  
the Yavapai College District Governing Board  
October 6, 2015

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# Planning Actions

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Convocation

Division and Department Meetings

Online Feedback

Verde Valley Campus Advisory Committee

Vision Subcommittee

Day of Conversation

Community Outreach

# Vision Statement

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

**Yavapai College 2015-2020 Strategic Plan**

<i>Student Success</i>	<i>Economic Responsiveness</i>	<i>Engaged Community</i>	<i>Organizational Development</i>	<i>Fiscal Stewardship</i>
<p><b>Goal:</b> 1. Increase student completion rates without sacrificing academic quality (1.1.1, 1.1.2, 1.1.3).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• Total awards will increase 20% from 1,476 to 1,771 by 2020</li> <li>• Total graduates will increase from 1,115 to 1,342 by 2020</li> <li>• Federal IPEDS four-year completion rate will increase from 20% to 30% by 2020</li> </ul>	<p><b>Goal:</b> 1. Create job placement process for YC graduates (1.1.1, 1.1.2, 1.2)</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• 100% of vocational degree and certificate completers will receive job placement services</li> <li>• 80% of graduates seeking employment will be employed within 12 months of graduation</li> </ul>	<p><b>Goal:</b> 1. Increase credit enrollment (1.1.1, 1.1.2). 2. Increase non-credit enrollment (1.1.3).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• Student credit hour enrollment will increase 5% by 2020</li> <li>• Non-credit enrollment will increase 10% by 2020</li> </ul>	<p><b>Goal:</b> 1. Improve employee engagement and satisfaction (1.1).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• Employee satisfaction and engagement will be 80% or higher</li> <li>• Yavapai College will rank in the 75<sup>th</sup> percentile or higher for satisfied employees in the Noel-Levitz College Employee Satisfaction Survey (CESS)</li> </ul>	<p><b>Goal:</b> 1. Model fiscal stewardship throughout the district (1.2).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• Unqualified Fiscal Audit report annually</li> <li>• Financial Ratio greater than 3</li> <li>• Operating Cost per FTSE +/- 10% of national average</li> <li>• Facility Condition Index greater than .90</li> </ul>
	<p><b>Goal:</b> 2. Improve district-wide awareness of Yavapai College Education and Training opportunities (1.1.1, 1.1.2, 1.2).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• 75% of business surveyed will report high awareness of relevant YC programs</li> </ul>	<p><b>Goal:</b> 3. Improve East County satisfaction with cultural programming (1.3).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• Increase East County residents satisfaction with cultural programming from 60% to 75%</li> </ul>		<p><b>Goal:</b> 2. Evaluate and revise the Capital Improvement Plan (1.1, 1.2).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• 75% or higher employee satisfaction with Capital Improvement Plan</li> </ul>
	<p><b>Goal:</b> 3. Document and share Yavapai College's economic impact and value (1.2).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• YC economic impact report provided to the community annually</li> <li>• YC student placement economic impact report published annually</li> </ul>	<p><b>Goal:</b> 4. Improve community engagement (1.3).</p> <p><b>Target(s):</b></p> <ul style="list-style-type: none"> <li>• Overall satisfaction with YC will be 80% or higher</li> <li>• YC's credit market penetration will increase from 5.3% to 6.3% by 2020</li> <li>• YC's non-credit market penetration will increase from 2.3% to 4.0% by 2020</li> </ul>		

**Initiative** – *Student Success*



**Goal (SMART)** – *Increase student completion rates without sacrificing academic quality*



**Strategies (SMART)**

- *Establish guided academic pathways*
- *Align and implement YCELI scheduling recommendations with new pathways*
- *Initiate mandatory Student Orientation for all new certificate/degree seekers*
- *Implement 15 to Finish campaign*
- *Evaluate if FYE course should be mandated for all new degree/cert seekers*
- *Develop plan for strategic direction of online learning*
- *Develop plan for dual, JTED, and concurrent programs*
- *Develop strategies to communicate with H.S. students and parents*
- *Create and implement a robust and systematic enrollment management model*

# Questions?

