



Yavapai College Strategic Plan
2011-2014
June 2014 Report

2011-2014 Strategic Plan Final Report

Table of Contents

Executive Summary	1
Initiative 1: Student Success and Satisfaction.....	3
Strategy 1.A Develop process to capture/update student intent and contact information each semester	
Strategy 1.B Develop institutional measures for student success	
Strategy 1.C Improve online support services	
Initiative 2: Quality and Effectiveness of Instruction.....	5
Strategy 2.A Measure/affirm student learning and engagement	
Strategy 2.B Support college accreditation	
Strategy 2.C Explore entrance/exit tests to measure “value added learning”	
Strategy 2.D Pilot student interest assessment for degree seeking (strong, work keys)	
Strategy 2.E Enhance service excellence with internal customers and students	
Strategy 2.F Incorporate program review with strategic plan	
Strategy 2.G Identification of program prioritization	
Strategy 2.H Improvement of gateway course success rates	
Strategy 2.I Improve student preparedness	
Strategy 2.J Update campus Master Plan	
Initiative 3: Fiscal Stewardship and Efficiency.....	10
Strategy 3.A Reduce/reallocate overall costs by 3% per year for five years without reducing quality	
Strategy 3.B Increase college resources	
Strategy 3.C Maintain college’s capital assets	
Initiative 4: Employee Development	12
Strategy 4.A Maintain market-competitive compensation	
Strategy 4.B Refine comprehensive performance evaluation process	
Strategy 4.C Review and develop comprehensive professional growth program	
Strategy 4.D Evaluate compensation for part-time employees	
Initiative 5: Community Development and Partnerships	13
Strategy 5.A Grow enrollment by 3 to 8 percent per year	
Strategy 5.B Measure community perception and need fulfillment	
Strategy 5.C Transparent, online common metrics of success	
Strategy 5.D Support economic development in Yavapai County	
Strategy 5.E Enhance partnerships with Yavapai County high schools	

2011-2014 Strategic Plan Final Report

Executive Summary

The College's Strategic Plan was designed to guide the institution towards its vision of organizational excellence and student success. The plan concentrated on five overarching strategies:

1. Student Success and Satisfaction
2. Quality and Effectiveness of Instruction
3. Fiscal Stewardship and Efficiency
4. Employee Development
5. Community Development and Partnerships

Yavapai College's 2011-2014 Strategic Plan began July 1, 2010 and was intended to conclude June 30, 2014; however, the decision was made to continue to pursue these strategies for an additional year while a new Strategic Plan was developed in FY15.

This report includes detailed activities and accomplishments that were completed for each of the Plan's initiatives. Table 1 presents a summary of completion status for the 2011-14 Strategic Plan.

Table 1

Strategic Plan Completion Summary			
Initiatives	Strategies	Strategies Completed	Percent Strategies Completed
Student Success and Satisfaction	3	3	100%
Quality and Effectiveness of Instruction	10	9	90%
Fiscal Stewardship and Efficiency	3	3	100%
Employee Development	4	4	100%
Community Development and Partnerships	5	3	60%
Total	25	22	88%

2011-2014 Strategic Plan Final Report

Strategic planning is a fluid, not rigid process. Unforeseen internal and external events have caused some of the strategies and initiatives outlined at the Plans start to be modified. Specific changes whether adjustments, new additions, or voided initiatives are presented with an explanation under each strategy section in this report.

Highlighted Accomplishments

- Yavapai College created and implemented a First Year Experience program to enhance service excellence and improve student success.
- Yavapai College developed an Educational Master Plan that defines how YC plans to develop instruction and student services at the college with a focus on achieving and maintaining quality.
- The President's Leadership Team (PLT) identified 14 Key Performance Indicators (KPIs) aligned with the District Governing Board's Education End. Definitions, thresholds, and benchmarks have been set for each KPI.
- Yavapai College received a 10-year accreditation with no stipulations as a result of its March, 2013 reaccreditation visit.
- General education assessment (GECCO) was redesigned and data collection and reporting has been incorporated into the College's student information system.
- Yavapai College received accolades from the Higher Learning Commission during the college's reaccreditation for advancement of student learning outcomes assessment.
- YC has reduced inflation-adjusted unrestricted operating costs per student by 6.7% over the past 5 years. As a result, YC is no longer the highest cost per student community college in Arizona.
- The National Association of College and University Business Officers (NACUBO) awarded Yavapai College an innovation award for YCs Instructional Cost Dashboard.
- YC completed a new 10-year Campus Master Plan.
- The Performing Arts Center has undergone extensive renovations. Expanded programming has included films and live streaming performances. The PAC has significantly lowered operating costs and has experienced a record number of sold out performances in 2012-13 and 2013-14.
- Renovations completed for the Kachina and Marapai residence halls.
- Yavapai College created the Regional Economic Development Center (REDC) to support economic development and workforce needs in Yavapai County.

2011-2014 Strategic Plan Final Report

Strategic Initiatives

Initiative 1: Student Success and Satisfaction

Sponsor: Dr. Greg Gillespie

A. Develop process to capture/update student intent and contact information each semester.

Leader(s): Patrick Burns, Barbara Wing

Status: **Completed**

Supports Board Ends: 1.1.1, 1.1.2 & 1.1.3

Supports HLC Core Components: 5.D

Accomplishments:

- Information Technology Services with input from Student Services and Institutional Effectiveness and Research developed a web-based Student Intent Module. The intent module went live with fall 2011 registration. During the fall and spring registration process, the student is asked to verify or update student intent, and plans to return or transfer.
- Institutional Effectiveness and Research has built Cognos reports to track student intent changes; analyzed data has indicated that students are following through with enrollment services to update student intent information in Banner as self-reported in the intent survey. As a result, YCs student program of study data has a much higher degree of reliability.

Unresolved Issues:

- Aligning student intent changes with student goal achievement is one outcome that has not been achieved. Consideration should be given to continuing this effort in the College's next strategic plan.

B. Develop institutional measures for student success.

Leader(s): Stacey Hilton, Tom Hughes

Status: **Completed**

Supports Board Ends: 1.1.2

Supports HLC Core Components: 4.C

Accomplishments:

- PLT has identified 14 Key Performance Indicators (KPIs) aligned with the District Governing Board's Education End. Definitions, thresholds, and benchmarks for each KPI were addressed in 2013-2014. A KPI dashboard will go live in 2014-2015.
- Institutional Effectiveness and Research (IER) has developed a Student Success dashboard that measures, reports, and benchmarks the following student success indicators: course success rates; retention rates, successful community college completion. The Student Success Dashboard will go live in 2014-2015.

2011-2014 Strategic Plan Final Report

- Yavapai College continues to participate in the statewide Strategic Vision project that measure, report, and benchmark 30 students success measures related to access, retention, and completion. Strategic Vision measures have been incorporated into the YCs Student Success and Key Performance Indicators beta dashboard development. Both dashboards will go live in 2014-2015.
- Noel-Levitz Student Satisfaction survey was completed in spring 2011 and spring 2014. Information on the importance and satisfaction of instruction and student services has been used to improve student satisfaction with services and strengthen the culture of student success. 2014 Noel-Levitz findings will be presented in 2014-2015.
- Community College Survey of Student Engagement (CCSSE) was conducted in spring 2012. Student engagement is one of the highest predictors of retention and completion. CCSSE information was presented at the fall 2013 Employee Day. Compared to the national average, CCSSE baseline data indicated that YC students were more engaged in active and collaborative learning; the lowest CCSSE measure reported by students was support for learners. The College has implemented a first-year experience and mandatory for success orientation to address this gap. CCSSE will next be conducted in spring 2015.
- Strategic Enrollment Management (SEM) committee was formed and began work in academic year 2011-12. Accomplishments include identifying top 50 courses with the highest withdrawal rates, reviewing appropriateness of course sequencing in all degree and certificate programs, and establish enrollment forecasts and targets by subject area and semester for academic year 2012-13.

C. Improve online support services.

Leader(s): Sandy Garber and Stacey Hilton

Status: **Completed**

Supports Board Ends: 1.1.2

Supports HLC Core Components: 3.D., 5.C., 5.D

Accomplishments:

- An orientation to online learning at YC has been implemented and is available through the College's website.
- The Library has instituted an online chat feature to assist distance students.
- Financial aid application has been stream-lined and is on line.
- Information Technology Services (ITS) developed and implemented a 24/7 help desk solution to support student anywhere and anytime.

2011-2014 Strategic Plan Final Report

- Information Technology Services and Student Services developed and implemented a new and enhanced course search feature to the website to make registration easier for students.
- Help Desk - There was a significant rewrite of the registration system. ITS introduced a Student Satisfaction survey regarding registration concerns. As student feedback is received, it is analyzed and changes are implemented. Also, developing analytics as to how students are searching for classes and what they are searching for, taking that data to make the application process better.

Initiative 2: Quality and Effectiveness of Instruction

Sponsor: Dr. Greg Gillespie

A. Measure/affirm student learning and engagement.

Leader(s): Tom Hughes, Jill Fitzgerald

Status: **Completed**

Supports Board Ends: 1.1.1 & 1.1.2

Supports HLC Core Components: 4.A., 4.B., 4.C

Accomplishments:

- General education assessment redesigned (GECCO) and data collection and reporting has been incorporated into the College's student information system.
- Yavapai College received accolades from the Higher Learning Commission during the college's reaccreditation for advancement of student learning outcomes assessment.
- A comprehensive Educational Master Plan was completed in 2012-13.
- Advancements in General Education and program-level assessment were accomplished. The Student Learning Outcomes Assessment committee compiles an annual report that documents analysis and improvements related to student learning.
- A Yavapai College team attended a three-day workshop on Outcomes Assessment that was sponsored by the Higher Learning Commission.
- Student Learning Outcomes Assessment (SLOA) committee has begun to develop template curriculum maps and assessment strategies that address course, program, general education, co-curricular and institutional assessment.

2011-2014 Strategic Plan Final Report

B. Support college accreditation.

Leader(s): Tom Hughes, Amy Stein

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: All

Accomplishments:

- Yavapai College received a 10-year accreditation with no stipulations as a result of its March, 2013 reaccreditation visit. The college completed an Assurance Argument (Self-Study) that documents and provides evidence that Yavapai College meets the Higher Learning Commission's criteria for accreditation.
- In 2011-12, the College had a successful distance delivery change request visit and is now approved to offer online degree and certificate programs.
- **Yavapai College is one of 14 institutions in cohort one selected by the Higher Learning Commission (HLC) to assist in developing and pioneering a new model of accreditation called the Open Pathway. The Open Pathway separates the process into two components: the Improvement Process and the Assurance Review.**

(1)The Improvement Process, which consists of a major Quality Initiative that the institution undertakes. This process is required for continued accreditation in conjunction with the Assurance Process. The Improvement Process allows the institution to take risks, aim high, and if need be, learn from only partial success or even failure. At the end, YC prepares and submits a Quality Initiative Report.

The Improvement Process, overseen by the Quality Initiative Steering Committee, is chaired by Dr. Amy Stein, Art History professor, Visual & Performing Arts.

Amy.Stein@yc.edu

(2) The Assurance Process, which is based upon evidence that is stored electronically in a system maintained by the HLC. The evidence is evaluated by a team of peer reviewers who produce a report with recommendations. YC will prepare a report (Assurance Argument) that presents the case that it meets the HLC's new Criteria for Accreditation and complies with all federal compliance requirements. The Assurance Review visit results in a recommendation that will be joined with the recommendation from the Quality Initiative to determine continued accreditation.

The Assurance Process is overseen by Tom Hughes, Director of Institutional Research and committees exist for each criterion area. Tom.Hughes@yc.edu

Unresolved Issues:

- Follow up on recommendations from the Quality Initiative and Assurance Argument must remain a top priority. Next HLC review, done from a distance, will take place in two years.

2011-2014 Strategic Plan Final Report

C. Explore entrance/exit tests to measure “value-added learning”.

Leaders(s): Tom Hughes, Scott Farnsworth, John Morgan

Status: **Completed** –

Supports Board Ends: 1.1.1 & 1.1.2

Supports HLC Core Components: 4.A., 4.B., 4.C

Accomplishments:

- The Office of Institutional Effectiveness and Research evaluated the Collegiate Learning Assessment (CLA) as a method to document value-added growth in student learning as a result of a student’s experience at Yavapai College. The decision was made to not pursue use of the CLA due to methodological concerns and a lack of institutional commitment to make the CLA mandatory.

~~D. Pilot student interest assessment for degree seeking (strong, work keys, other).~~

Leader(s): Sandy Garber

Status: **Voided** – scheduled to begin in FY2013

Supports Board Ends: 1.1.1 & 1.1.2

Supports HLC Core Components: 4.A., 4.B., 4.C

Accomplishments:

- Project voided due to higher priority for other strategic initiatives.

Unresolved Issues:

- Initiative will be reconsidered with the development of the college’s next strategic plan.

E. Enhance service excellence with internal customers and students.

Leader(s): Rose Hurley, Barbara Wing

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: 3.D., 3.E., 5.D

Accomplishments:

- Yavapai College has developed a First Year Experience program to enhance service excellence with students and improve student success.
- The Noel-Levitz student satisfaction survey was completed in spring 2014; Noel-Levitz PSOL survey of online only students was conducted in spring 2014
- Student Services and Business office received Noel-Levitz training and the College has instituted the First Friday trainings. The College is putting together some strategies or expectations in regard to service.
- Noel-Levitz Student Satisfaction survey measure importance and satisfaction of instruction and services was conducted in spring 2011. Noel-Levitz findings were presented at the spring 2012 Open Forums.

2011-2014 Strategic Plan Final Report

- Noel-Levitz Employee Satisfaction survey was conducted in fall 2012. Findings were presented at the spring 2012 Open Forums.

Unresolved Issues:

- Analysis of 2014 Noel-Levitz surveys needs to be completed and compared to previous survey for benchmarking.
- Systematic measurement of internal clients' satisfaction as part of the College's Service Area review process. Consider adding Service Area review as a strategic action in the new strategic plan.

F. Incorporate program review with strategic plan.

Leader(s): Tom Hughes, Chris Heyer, Scott Farnsworth

Status: **Completed**

Supports Board Ends: 1.1.1 & 1.1.2

Supports HLC Core Components: 4.A

Accomplishments:

- The college's academic program review (APR) was redesigned to align with Strategic Initiative #1 – Student Success and Satisfaction. The APR includes the following student success measures and benchmarks:
 - a. Course Success Rates by Delivery Type
 - b. Course Success Rates by Major
 - c. Fall-to-Fall Retention
 - d. Grade Distributions
 - e. Graduates

G. ~~Identification of program prioritization.~~ Develop and implement Educational Master Plan

Leader(s): Stacey Hilton, Deans, Strategic Enrollment Mgt. Committee

Status: **Completed**

Supports Board Ends: 1.1.1 & 1.1.2

Supports HLC Core Components: 4.A., 5.A., 5.C

Accomplishments:

- Yavapai College developed an Educational Master Plan during the 2012-13 academic year. The Educational Master Plan defines how YC plans to develop instruction and student services at the college with a focus on achieving and maintaining quality. The plan is organized by division and individual plans can be viewed at <http://www.yc.edu/v4content/academics/instructional-support/master-plan.htm>

H. Improvement of gateway course success rate.

Leader(s): Tom Hughes, Dean Holbrook

Status: **Completed**

Supports Board Ends: 1.1.1 & 1.1.2

2011-2014 Strategic Plan Final Report

Supports HLC Core Components: 3.D., 3.E., 4.B, 4.C

Accomplishments:

- The YC Faculty Association created a standing faculty committee to focus on developmental education.
- PLT identified Key Performance Indicators that look at the developmental to college-level coursework pipeline. Success in first college-level course after completion of developmental coursework. Definitions, goals, and benchmarks were identified in the fall 2013 semester.
- IER has collected baseline data from the National Community College Benchmark Project study focusing on college transfers, gateway courses, and developmental courses.

Unresolved Issues:

- Rationale and goals for non-developmental gateway courses need to be established.
- Develop dashboard or interactive report for tracking progress of gateway course success rates.

I. Improve student preparedness.

Leader(s): Dean Holbrook

Status: **Completed**

Supports Board Ends: 1.1.1 & 1.1.2

Supports HLC Core Components: 3.D., 3.E., 4.B, 4.C

Accomplishments:

- This initiative has been combined and incorporated into initiative H.

J. Update campus Master Plan.

Leader(s): David Laurence

Status: **Completed**

Supports Board Ends: 1.1 & 1.3

Supports HLC Core Components: 5.A., 5.C

Accomplishments:

- Yavapai College in collaboration with the architecture firm, Smith Group, developed a new 10-year Campus Master Plan. The plan, split into multiple phases, is designed to be a fluid document that is responsive to internal and external environmental scanning data or information.
- Campus Advisory Committee was created to help in establishing the new Campus Master Plan.

Unresolved Issues:

2011-2014 Strategic Plan Final Report

- Education and communication of evidence-based rationale for new master plan.
- Master plan implementation should be considered as a strategic initiative for the College's new strategic plan.

Initiative 3: Fiscal Stewardship and Efficiency

Sponsor: Clint Ewell

A. Reduce/reallocate overall costs by 3% per year for five years without reducing quality.

Leader(s): Dr. Clint Ewell

Status: **Completed**

Supports Board Ends: 1

Supports HLC Core Components: 1.A., 5.C

Accomplishments:

- The National Association of College and University Business Officers (NACUBO) awarded Yavapai College an innovation award for YCs Instructional Cost Dashboard.
- As of FY13, YC has reduced inflation-adjusted unrestricted operating costs per student by 6.7% over the past 5 years. As a result, YC is no longer the highest cost per student community college in Arizona.
- Per Arizona statute, Expenditures are at or below the inflation-adjusted 1980 expenditures per student.
- As of FY12, inflation-adjusted operating costs per student reduced by 3% per year for the past 8 years.
- FY11: Cut Current (operational and auxiliary) budget by 7.5% - 2.5% saved, 5% reallocated from Current to Capital; reallocated 4% within Current = almost 12%. **Ahead of schedule.**

2011-2014 Strategic Plan Final Report

B. Increase college resources.

Leader(s): Dr. Clint Ewell

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: 5.A., 5.C

Accomplishments:

- The Yavapai College Performing Arts Center has experienced a record number of sold out performances in 2012-13 and 2013-14.
- Yavapai College's differentiated tuition provides students with a more transparent picture of college costs by rolling fees into the tuition. Rates for the upcoming academic year 2013-2014 are:

In-State Tuition Rates Effective Fall 2013 [\[see Summer 2013 rates\]](#)

Course Prefix	Rate (per hour)
Standard Tuition Rate	
ACC, AED, AFR, AJS, AMS, ANT, ASL, BSA, CHP, COM, CRW, CSA, DAN, ECE, EDU, ENG, GEO, GRN, HIS, HUM, INT, JRN, LAW, MAT, NTR, PHE, PHI, POS, PSY, REC ¹ , REL, SBE, SOC, SPA, STU, THR, VGD, WEB	\$70.00
Laboratory Course Rate	
ART ² , BIO (incl. AGS103), CHM, ENV, GEO103, GEO212, GLG, MUS ³ , PHY	\$78.00
Career & Technical Course Rate	
AGE, AGS, AHS, AUT, AVT130, CNC, CNT, CPD, CPT, CUL, DFM ⁴ , EGR, ELT, EMA, FSC, HIM, IPT, MET, MTC, PHT, RBT, VEN, WFA, WLD	\$87.00
Market Tuition Rates	
AVT - Aviation	Varies
DFM - Digital Filmmaking ⁴	\$127.00
EMS - Emergency Medical Services	\$105.00
FSC105 - Firefighter Certificate Academy	\$135.00
GST - Gunsmithing	\$115.00
NSG - Nursing	\$145.00
RAD - Radiology	\$145.00
UAS - Unmanned Aircraft Systems	Varies

Courses (with any prefix) ending in 295, 296, and 299 (e.g. MUS299, ART295, etc.) are charged the "Standard Tuition Rate".

¹ = Some REC courses may have course fees based on trip location/cost.

² = ART198, ART200, ART201, ART202, ART203, and ART298 are charged the "Standard Tuition Rate".

³ = MUS198 is charged the "Standard Tuition Rate". MUS 101/102/151/152/201/202/251/252 have course fees.

⁴ = DFM118, DFM205, and DFM218 are charged the "Career & Technical Course Rate". All other DFM courses are charged the "Market Tuition Rate".

- Since the hiring of a new bookstore company, revenues have increased. Follett has proven to be a good service partner and financial relationships have improved.

2011-2014 Strategic Plan Final Report

C. Maintain college's capital assets.

Leader(s): Dr. Clint Ewell

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: 5.A., 5.C

Accomplishments:

- The Kachina residence hall was renovated and reopened fall 2013 semester. Marapai Hall has been renovated and will open at the beginning of the fall 2014 semester.
- Performing Arts Center has under gone extensive renovations. Programming has been expanded to include films and live streaming performances. Policy change now allows for the sale of food and beverages for events held in the Performing Arts Center.
- In 2011, the architecture and engineering firm GLHN completed a district-wide facilities condition index study. Findings indicated that YCs campuses and buildings are in like new condition with a district ratio of .10.
- Architecture firm GLHN has inspected and assessed the condition of the existing student housing on the Prescott campus. The consulting firm Brailsford and Dunlavey has been retained to examine the viability and sustainability of building new residence halls.

Initiative 4: Employee Development

Sponsor: Dr. Clint Ewell

A. Maintain market-competitive compensation.

Leader(s): Rose Hurley

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: 2.A., 5.A., 5.C

Accomplishments:

- All employment grades are reviewed on a three-year cycle. In 2011-12, grades 9-13 were reviewed. This initiative has become institutionalized and is an ongoing, cyclical process.

B. Refine comprehensive performance evaluation process.

Leader(s): Rose Hurley

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: 5.A, 5.D

Accomplishments:

- A new comprehensive performance evaluation process was implemented in July 2011.

2011-2014 Strategic Plan Final Report

C. Review and develop comprehensive professional growth program.

Leader(s): Rose Hurley

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: 5.A., 5.D

Accomplishments:

- Human Resources has worked with College leadership to develop the Yavapai College Executive Leadership Institute (ELI). ELI is a nine-month program designed to enhance leadership skills and abilities.
- A workgroup has been meeting to address this initiative. They are following the same template as the performance review process. This workgroup-based team has received a great deal of college input. Starting to see the results of that committee, but it will be a 2-3 year track.
- First Friday training sessions were implemented in spring 2012. Training sessions are peer-based trainings that cover a wide range of topics from software training to management skills.

D. Evaluate compensation for part-time employees.

Leader(s): Rose Hurley

Status: **Completed**

Supports Board Ends: 1.1

Supports HLC Core Components: 5.A., 5.C

Accomplishments:

- Work has been done on this initiative, but is dependent on budget and the part-time positions within the different divisions.

Initiative 5: Community Development and Partnerships

Sponsor(s): Dr. Penny Wills, Steve Walker

A. Grow enrollment by 3 to 8% per year.

Leader(s): Dr. Greg Gillespie, Strategic Enrollment Management Committee

Status: **Completed**

Supports Board Ends: 1

Supports HLC Core Components: 5.C

Accomplishments:

- Strategic Enrollment Management (SEM) committee was formed and began work in academic year 2011-12. Accomplishments include identifying top 50 courses with the highest withdrawal rates, reviewing appropriateness of course sequencing in all degree and certificate programs, and establish enrollment forecasts and targets by subject area and semester for academic year 2012-13.

2011-2014 Strategic Plan Final Report

- Yavapai College developed an Educational Master Plan during the 2012-13 academic year. The Educational Master Plan defines how YC plans to develop instruction and student services at the college with a focus on achieving and maintaining quality. The plan is organized by division and individual plans can be viewed at <http://www.yc.edu/v4content/academics/instructional-support/master-plan.htm>
- Annual enrollment forecast and scan created to guide decision making.

Unresolved Issues:

- Create strategic enrollment targets at the course and program level.
- Given the age demographics of the County and forecasted demographic and population trends for the region, community education should be a focus of new enrollment growth.

B. Measure community perception and need fulfillment.

Leader(s): Interact, Mike Lange, Tom Hughes

Status: **Completed**

Supports Board Ends: 1.1, 1.2, 1.3

Supports HLC Core Components: 1.A., 1.B., 1.C., 1.D., 2.B., 5.C

Accomplishments:

- In summer 2014, a survey was developed and distributed to Yavapai County constituents to address the Yavapai College District Governing Board's end statements and measure community interest and participation in Yavapai College. The objective of the survey was to provide a complete, accurate and unbiased measure of the community's perception, involvement and satisfaction with the college.
- In 2013-14, Marketing conducted multiple focus groups with East County residents to assist in determining the area's educational needs.
- There have been 21 different types of surveys and focus groups for the branding process last year. There will be follow-up sessions, Yavapai College Today, Tomorrow and Beyond, scheduled with local business leaders where Dr. Wills and Steve will share the College's fiscal stewardship, program offerings, and ask questions if the College is meeting their workforce training needs now and in the future and talk about value-added community goals.

Unresolved Issues:

- Verde Campus Dean Perey is establishing an advisory committee to address Verde area needs and ensure open paths of communication between residents and the College.
- Additional analysis of the District Governing Board's Community Survey data is needed to identify groups and issues that the Board can focus on for improving services and overall satisfaction with YC.

2011-2014 Strategic Plan Final Report

C. Transparent, online common metrics of success – District Governing Board/community.

Leader(s): Tom Hughes

Status: **In-Progress**

Supports Board Ends:

Supports HLC Core Components:

Accomplishments:

- Developed proof of concept Student Success dashboard measuring course success, retention, and completions. The student success dashboard will go live in FY15.
- Developed 14 Key Performance Indicators (KPIs) for the District Governing Board's Education End statement.

Unresolved Issues:

- KPIs for the Economic Ends and Community Ends still need to be developed.
- IER developed dashboards need to be moved into a production environment.

D. Support Economic Development in Yavapai County.

Leader(s): Dr. Penny Wills, Steve Walker

Status: **Completed**

Supports Board Ends: 1.2

Supports HLC Core Components: 1.D

Accomplishments:

- In 2013-2014, Yavapai College restructured existing programs related to workforce and economic development and funded a director to lead the new Regional Economic Development Center (REDC).
- There is a great deal of effort being put into economic development through the Central Area Partnership. Prescott, Prescott Valley, Dewey/Humboldt, Chino, Tribes are working together to contribute financially to bring jobs to Yavapai County. Tom Schumacher is involved with Verde Valley Regional Economic Organization, Linda Buchanan is serving on the Vision Economic Development committee for the Town of Clarkdale; and Dr. Wills is working with the local area college Presidents on a common agenda.

Unresolved Issues:

- Economic development should continue to be a strategic priority in the development of the next College Strategic Plan.

2011-2014 Strategic Plan Final Report

E. Enhance partnerships with Yavapai County high schools.

Leader(s): Dr. Penny Wills, Dr. Stuart Blacklaw

Status: **In-Progress**

Supports Board Ends: 1.1 & 1.3

Supports HLC Core Components: 5.C

Accomplishments:

- In the summer of 2014, college and county high school personnel participated in a weeklong value stream lean process designed to improve efficiency of the dual enrollment program.
- Dr. Blacklaw, VP of Instruction and Student Services, held needs assessment meetings with all the County's high school superintendents.

Unresolved Issues:

- Partnerships with Yavapai County high schools should continue to be a strategic priority in the development of the next College Strategic Plan.