

Future Focused. Community Inspired.

STRATEGIC PLAN 2023-2025



Yavapai
COLLEGE

You Can!

Yavapai College

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Introduction

Strategic Planning is a continuous process that guides the future direction of the college and operationalizes the District Governing Board Ends, College Vision, Mission, and Values



Dr. Lisa Rhine, President

We are pleased to share our three-year rolling Strategic Plan. This plan provides the institution with an opportunity to be flexible and responsive to the dynamic local, national and global environment in which higher education finds itself. The plan reflects an updated focus on the College's mission, vision, and our continuing commitment to provide educational, economic, and cultural opportunities to our communities. In creating this document, we have used an evidence-based approach with extensive internal and external research and stakeholder feedback to inform our strategic goals and initiatives.

The strategic plan is a living document and is updated annually to ensure the college meets the changing needs of Yavapai County.

MISSION

MISSION

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

VISION

Yavapai College ensures that Yavapai County is a premier place to learn, work, and live.

VALUES

Excellence

- We foster positive relationships with students, staff, and faculty to support student learning goals.
- We anticipate the needs of stakeholders and adjust our efforts to reduce their challenges and supports their objectives.
- We create a positive, productive, and supportive environment conducive to learning.

Caring

- We actively listen and provide support to students and colleagues.
- We connect with others, respecting human dignity and responding with compassion.

Equity

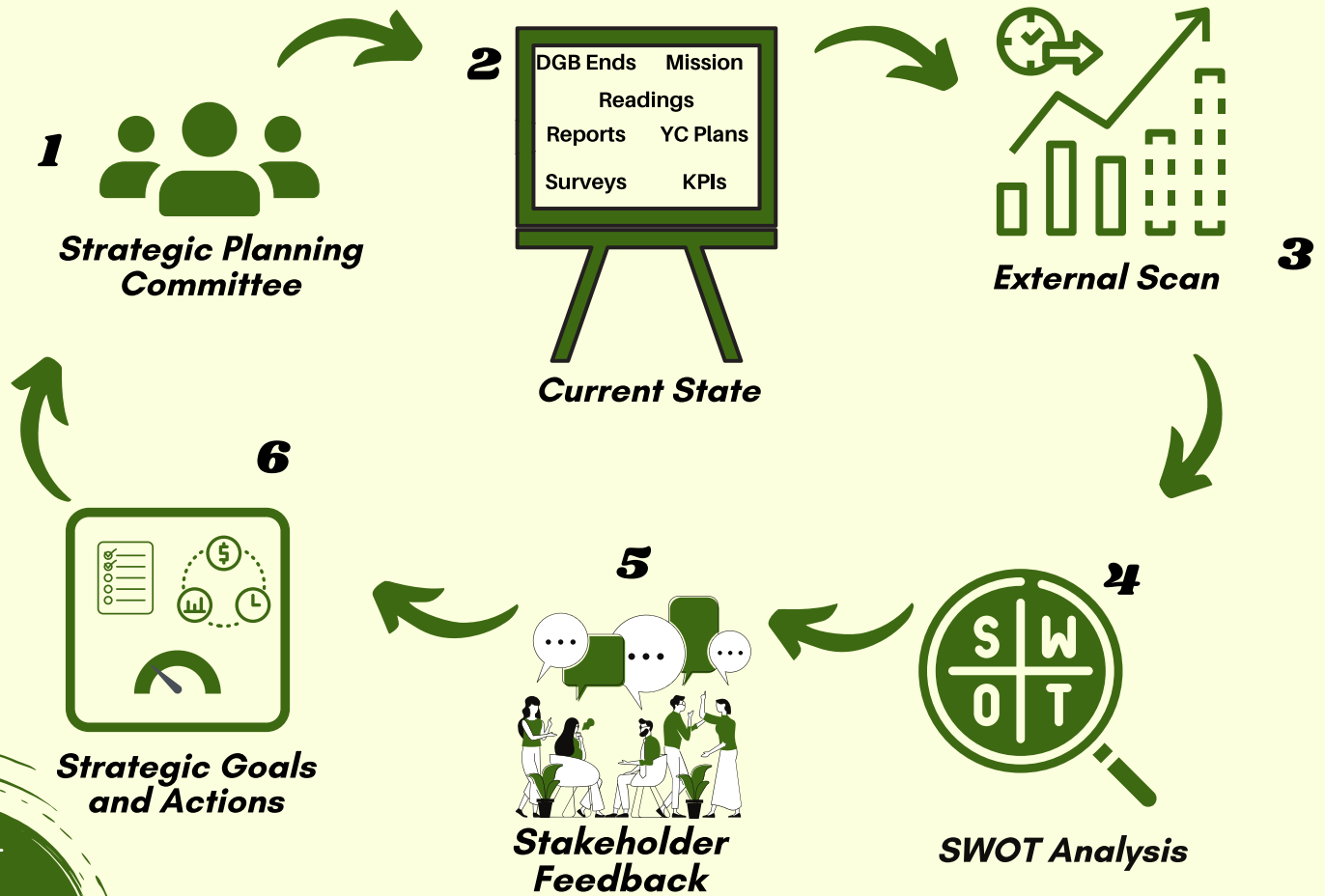
- We are committed to cultivating a diverse, inclusive, and equitable environment aimed at supporting and educating our students, staff, faculty, administration, and community partners regardless of individual backgrounds, identities, and differences.
- We are committed to dismantling structural barriers to equity by investing in policies, practices, and behaviors that work to support all students, staff, faculty, administration, and community partners to continually assess and adjust our behavior to be more equitable, fair, and just.

Integrity

- We are accountable to our students, community, ourselves, and our local taxpayers.
- We demonstrate collaboration and respect in all interactions.

Planning Process

STRATEGIC PLANNING PROCESS **Yavapai College**



Planning Alignment



Planning Terminology

Goals

Represent a unifying strategic goal toward fulfilling the Board's Ends and College's Mission. Goals include short- and long-term targets to measure goal fulfillment.



Initiatives

Initiatives define how the College will address and realize its strategic goals.



Actions

Actions are part of the annual plan that operationalize how initiatives will be completed and include who is responsible, required support, target dates, and budget implications.

Strategic Goals

1

Belonging



Belonging

Strengthen our commitment to individual and organizational efforts to build respect, dignity, caring, equality and self-esteem in all employees and students.

2

Living Wage



Living Wage

Ensure a program mix that prepares graduates to obtain living wage jobs.

3

Adult
Learners



Adult Learners

Respond to shifting community and workforce needs to serve adult learners.

4

Delivery



Delivery

Redefine time, place, and methods of educational delivery to create a more learner-centric environment.

Strategic Initiatives

1

Belonging



Develop and support a culture where all employees feel acknowledged, engaged, inspired, and supported by each other and the college.



Provide equitable professional development opportunities where all faculty and staff can enhance their skills to serve students better.



Create a sense of belonging for all students in our learning environment.

2

Living Wage



Ensure that curriculum and programs are focused on imparting skills needed to secure living-wage jobs in a new economy highlighted by growing artificial intelligence and automation.



Create a one-stop-shop for workforce training.



Align transfer programs so that associate's graduates can enter Arizona universities as juniors.



Develop Baccalaureate Degrees in Business and Nursing.

NEW!

Strategic Initiatives



- **Grow enrollment of non-traditional age learners with a focus on people with some college, no degree.**
- **Increase Hispanic learner enrollment and educational attainment levels.**
- **Become a leader in adult lifelong learning with financially self-sustaining courses and programs.**



- **Increase online enrollment and success by adopting and implementing best-in-class pedagogy and processes.**
- **Improve students' ability to complete programs more quickly through multiple start dates and fast track pathways.**
- **Expand Open Educational Resources (OER)**
- **Improve our credit for prior learning systems.**

Measuring Progress

Strategic Goals key performance indicators (KPIs)

Belonging KPIs	Source	Data / Outcome
Students are made to feel welcome here.	Ruffalo Noel Levitz Student Satisfaction Inventory	<ul style="list-style-type: none"> Goal >=75th percentile
Overall employee satisfaction.	Employee Satisfaction/Belonging Survey	<ul style="list-style-type: none"> Overall satisfaction score of 3.8 or higher.

Living Wage KPIs	Source	Data / Outcome
>=90% of applied degree programs lead to occupations with a living wage.	MIT Methodology; EMSI Arizona Data	<ul style="list-style-type: none"> Goal >=90% living wage
>=90% of 1 year certificates lead to a positive ROI.	YC program costs; EMSI Arizona Data; DES	<ul style="list-style-type: none"> Goal >=90% receive a positive ROI within 2-years
Increase non-credit workforce sales revenues	REDC	<ul style="list-style-type: none"> Goal TBD
Improve transfer alignment with AZ universities	ABOR Top 5 AZ University Majors	<ul style="list-style-type: none"> Goal >=80% of programs allow students to enter as juniors.

Adult Learners KPIs	Source	Data / Outcome
Increased enrollment of students age 25 and older	IER Enrollment Data	<ul style="list-style-type: none"> Retention goal >=60% Enrollment goal >=5%
Increased Hispanic Enrollment	IER Enrollment Data	<ul style="list-style-type: none"> Goal HSI status-25% of YC student enrollment.
Reduce Community Education & OLLI Subsidies	Lifelong Learning Data;	<ul style="list-style-type: none"> TBD

Measuring Progress

Strategic Goals key performance indicators (KPIs)

Delivery KPIs	Source	Data / Outcome
Improve course success rates in Online and Weblive.	IER Enrollment Data	<ul style="list-style-type: none"> • Goal >=80%
Expand Open Educational Resources	IER Enrollment Data	<ul style="list-style-type: none"> • Goal >=50%

College KPIs	Source	Data / Outcome
First-Year Retention Rate.	IPEDS/Aspen Data	<ul style="list-style-type: none"> • FT goal >=55th percentile • PT goal >=51st percentile
Three-Year Graduation Rate	IPEDS/Aspen Data	<ul style="list-style-type: none"> • Goal >=60th percentile
Minority Three-Year Graduation Rate.	IPEDS/Aspen Data	<ul style="list-style-type: none"> • Goal >=60th percentile

The office of Institutional Effectiveness and Research is developing Tableau dashboards for the KPIs that will be available on the strategic planning website by August 2022.



2022-2023 Priorities

FY23 Key Initiatives	Belonging	Living Wage	Adult Learners	Delivery
Grow Athletics while lowering institutional scholarships	X			
Connect Students to Social Services	X		X	
Create First Generation Support and Outreach	X		X	
Expand Pipeline AZ to support Career Decision Making		X		
Expand non-credit Workforce Training		X	X	
Implement 5 YC concentrations to facilitate efficient transfer		X		X
Lower advisor caseloads to 300	X			
Improve Credit for Prior Learning options			X	
Promote 15 to Finish	X			
Early College Academy				X
Expand Promise to Adults seeking CTE Degree			X	X
Better Utilize Early Alert	X			
Develop Baccalaureate Degrees for FY24 launch		X		
Launch semester-or-less training programs leading to Living Wage		X		X
Offer programs through 8-week course format				X
Expand Open Educational Resources to 40%				X
Create Community Education Destination Programs that are Financially Self-Sustaining			X	
Implement best practices for online courses				X

2022-2023 Priorities

Additional FY23 planning priorities by college plans

Marketing and Recruitment Plan:

- Promote key and new academic programs; non-credit and ABE/GED program; and REDC non-credit workforce courses and programs
- Promote personal interest
- Target GenX and Millennials
- Target Hispanic population

Economic Plan:

- Develop non-credit workforce training
- Support living wage job development

Human Resources:

- Develop and Implement Action Plan based on employee Belonging Survey Results
- Implement Outward Inclusion program for employees
- Implement new Occupational faculty wage scale
- Implement four-year degree staffing plan
- Conduct Annual Compensation Market Study (focus TBA)
- Develop employee recruitment strategy to attract Hispanic and veteran applicants
- Develop employee metrics and dashboards to use for succession planning purposes
- Develop micro credentials for employees in the area of supervisor competencies

Campus Master Plan:

- Extension to outlying communities
- Year 1 Master Plan implementation
- Capital Improvement Plan

2021-2022 Planning Activity Highlights

Belonging

Academic Master Plan:

- Coming soon

Human Resources:

- An Employee belonging survey was conducted by Human Resources.
- An Exit interview for employees separating from the college implemented.
- HR refined the process for analyzing turnover and resignation data.

Student Affairs Retention Plan:

- Early Alert systems (No Canvas Access; Academic Performance; Retention) were developed by IER and outreach conducted by Student Development and faculty.
- The Strategic Enrollment Management committee analyzed D/F/W rates and reports have been developed to communicate low pass rates to improvement efforts.

Campus Master Plan:

- A new Campus Master Plan covering the next 9 years was developed

Living Wage

Academic Master Plan:

- A taskforce examining 4-year program options for YC researched and identified Business and Nursing as the College's first two bachelor's degree programs.

Human Resources:

- YC custodian positions wages adjusted upward to meet a living wage
- Market studies for faculty and grades 9-13 were completed

2021-2022 Planning Activity Highlights

Student Affairs Retention Plan:

- Pipeline AZ, a solution to help students explore career paths, learn about training programs, and find jobs from Arizona employers was launched.

Marketing and Recruitment Plan:

- Coming soon.

Economic Plan:

- Coming soon.

Adult Learners

Academic Master Plan:

- Academic Master Plan completed.
- Taskforce on 4-year degree programs identified two programs: B.S. Business and B.S. Nursing as the first YC bachelor's degrees.
- Started HLC approval for B.S. Business degree to begin in fall 2023.
- More coming soon.

Human Resources:

- An employee Spanish/English interpreter incentive program was implemented.

Student Affairs Retention Plan:

- Coming soon.

Marketing and Recruitment Plan:

- Marketing efforts targeted GenX, Millennials, and Hispanic populations.

Delivery

- Received HLC approval to offer 8-week programs and courses.
- More coming soon.

Need More Info?

Visit
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