Strategic Planning Kickoff

Planning Process Overview

and

Environmental Scan

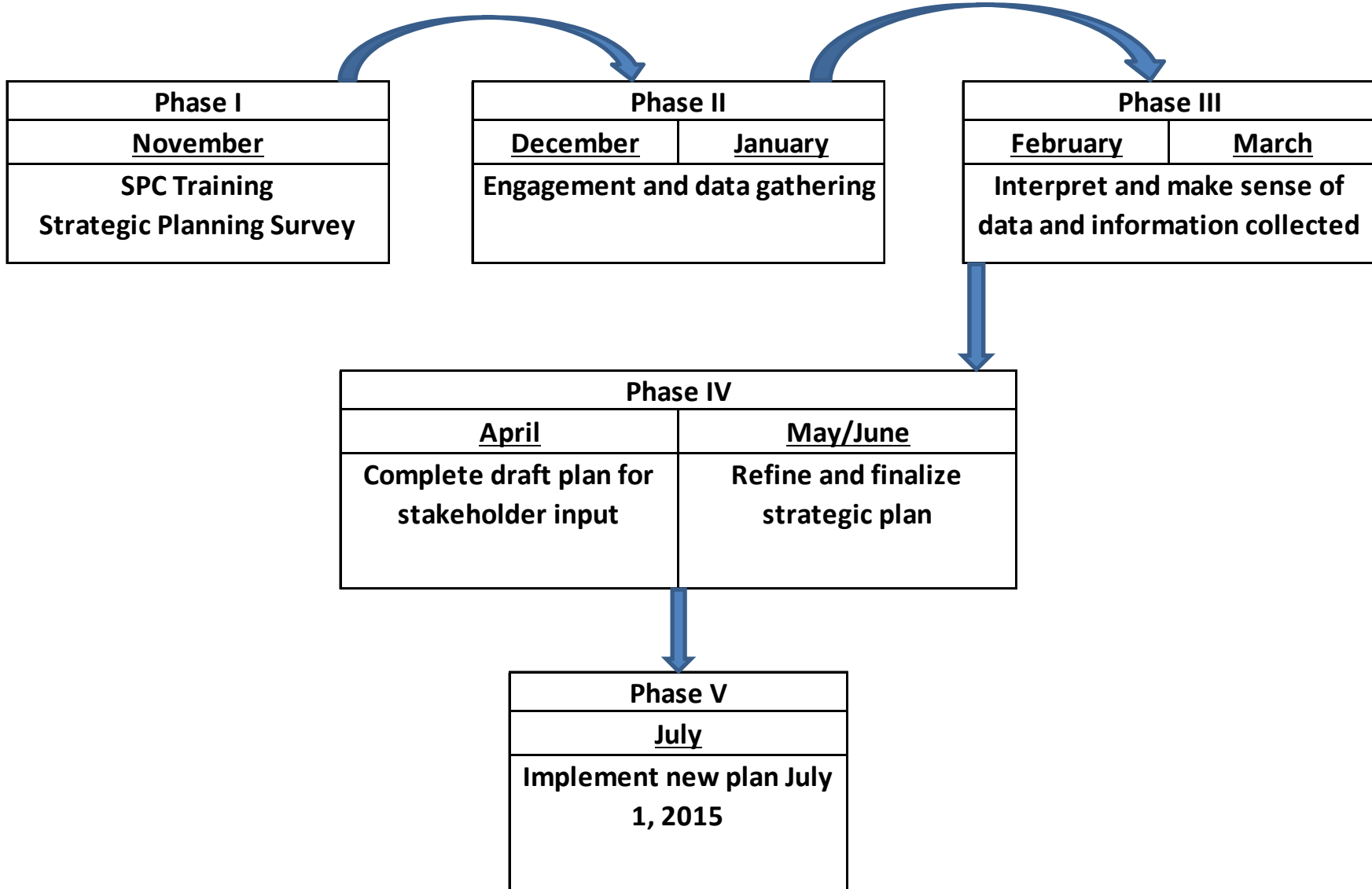# Board Ends & YC Mission

Education Ends

Economic Ends

Community Ends

The Mission of Yavapai College is to provide quality higher learning and cultural resources to the diverse populations of Yavapai County.

Essential Elements of Good Strategic Planning

- Collaborative
- Face-to-face interactions
- Transparency
- Diversity of ideas
- Reflection and making sense of the issues

- Internal stakeholders must feel a connection to the strategic plan if the plan is to succeed.

Planning Process

Phase I	
November	
SPC Training Strategic Planning Survey	

Phase II	
December	**January**
Engagement and data gathering	

Phase III	
February	**March**
Interpret and make sense of data and information collected	

Phase IV	
April	**May/June**
Complete draft plan for stakeholder input	Refine and finalize strategic plan

Phase V	
July	
Implement new plan July 1, 2015	

National

Community College Enrollment

Community College Locations

- Total Number of Colleges 1,132
- Fall 2009 Credit Enrollment 8.0M
- Fall 2013 Credit Enrollment 7.5M
- Three straight years of declining enrollment

Demographics

- Population Growth Rate Slowing
- Changes in Net & Natural Migration
- Race and Ethnicity Changes

Politics/Economics

- Unemployment 5.8%
- By 2020, nearly two out of every three U.S. jobs will require some postsecondary education and training
- 30% or 42 million jobs will require education and training beyond high school but less than a Bachelor's degree
- Higher Education Act renewal
- Focus on Completions and Employment
- Financial Aid and Satisfactory Academic Progress (SAP) – 58% of CC students receive financial aid

Arizona

- Population growth rate .82% annually
- Net natural change declining over time
- Arizona is experiencing a decline in high school graduates
- Hispanic population accounts for 30% of AZ population
- Hispanic population projected to be fastest growing ethnicity
- Median age 36
- 40% of AZ population is older than 44; 16% age 65+
- Overall, AZ population is projected to age over the next three decades

DEMOGRAPHICS

State Appropriations

- FY08 – FY13 Arizona reduced higher education funding by 50.4%
- FY12 Yavapai College's State aid reduced by $3.4M
- FTSE reimbursement FY13 $226 vs FY07 $1,122
- FY14 AZ provided additional funding for STEM programs
- Funding is not expected to return to pre-recession levels in near future

Economy

- Unemployment Rate 6.9%
- Arizona employment situation improving, albeit at a slower rate than predicted earlier
- Residential real estate markets in Arizona are showing an improvement by various indicators.

Yavapai County

Demographics

- Population growth rate .34% annually
- Yavapai County growth is entirely due to migration from other states
- P-12 Enrollment declined 4% between 2010 and 2013
- Hispanic population accounts for 14% of County population
- Hispanic population projected to be fastest growing ethnicity
- Median age 50
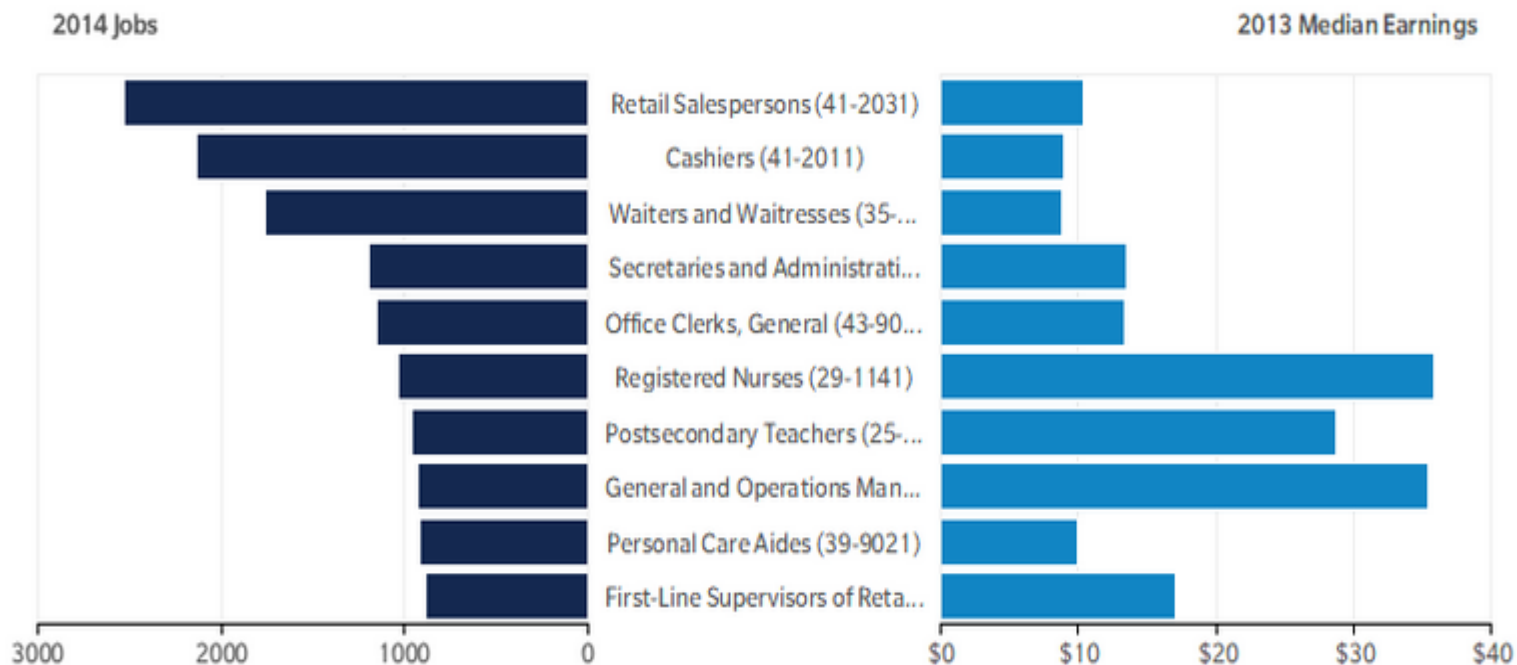- 56% of County population is older than 44; 30% age 65+

Yavapai County QuickFacts							
Geography	Yavapai County	Camp Verde	Cottonwood	Sedona	Prescott	Prescott Valley	Chino Valley
Population	212,637	10,925	11,279	10,037	40,308	39,114	10,839
% Yavapai County		5%	5%	5%	19%	18%	5%
Median HH Income	$ 43,652	$ 36,768	$ 35,870	$ 51,430	$ 43,391	$ 43,457	$ 41,705
% Below Poverty Level	15.3%	29.8%	19.3%	10.9%	14.3%	15.0%	15.3%
Poverty Index to AZ	89	173	112	63	83	87	89
EST # Below Poverty Level	32,533	3,256	2,177	1,094	5,764	5,867	1,658
Education Attainment, < High School (Pop 25+):	14,472	1,052	916	493	2,371	2,599	749
Education Attainment, High School (Pop 25+):	39,405	2,372	2,222	1,226	6,024	7,223	2,289
Education Attainment, Some College (Pop 25+):	53,408	2,565	2,814	2,404	9,109	9,819	2,624

Largest Occupations in County

Economy

- Unemployment Rate 6.1%
- Yavapai County lacks high wage and large occupation sectors; Service industry dominates
- Residential real estate markets in Yavapai County are showing an improvement

Largest Occupations

2014 Jobs / 2013 Median Earnings

Retail Salespersons (41-2031)
Cashiers (41-2011)
Waiters and Waitresses (35-...
Secretaries and Administrati...
Office Clerks, General (43-90...
Registered Nurses (29-1141)
Postsecondary Teachers (25-...
General and Operations Man...
Personal Care Aides (39-9021)
First-Line Supervisors of Reta...

YC Students

11,518
For-Credit Students

128,142 SCH

Disabilities: 11%

Residence:

Yavapai County = 86%

Other AZ County = 7%

Out-of-State = 3%

Unknown = 4%

Student Status:

Part-Time = 79%

Full-Time = 21%

Age:

Median = 30

Average = 36

Mode = 17

Gender:

Female = 56%

Male = 44%

Education at Entry to Yavapai College	
Education at Entry to YC	**%**
Less than HS/GED	2%
High School/GED	68%
Some College	12%
Associate's Degree	8%
Bachelor's Degree	6%
Graduate/professional Degree	4%

Educational Goal - Fall 2013		
Goal Area	**Count**	**%**
Cert/Degree Seeking	5539	68%
Job Skills Upgrade	12	0%
Personal Interest	730	9%
Seeking Degree Elsewhere	36	0%
Undecided/Unknown	1880	23%

Financial Aid:

Percent of Full-Time, First-Time Degree/Certificate-Seeking Students Receiving Aid = 67%

Percent of Credit Students Receiving Financial Aid = 37%

Employment: 60% of YC students are employed

**Yavapai College was my first choice:** 79%

Top YC Programs

Top 20 Associates Programs by Student Declaration - Fall 2014

Program Description	STUDENTS
Associate of Arts	1,309
Pre-Admit Nursing	544
Associate of Science	300
Associate of Business	288
Associate of General Studies	288
Aviation Technology (AAS)	207
Nursing (AAS)	201
Fire Science (AAS)	149
Management (AAS)	135
Pre-Admit Radiologic Tech	127
Associate of Arts in Fine Art	102
Networking Technician (AAS)	102
Gunsmithing (AAS)	97
Admin of Justice (AAS)	96
Social & Human Services (AAS)	84
Associate of Arts in Elem Ed	77
Accounting (AAS)	74
Early Childhood Ed (AAS)	71
Graphic Design (AAS)	66
Computer Systms & Appl (AAS)	59
Paralegal Studies (AAS)	59

Top 20 Certificate Programs by Student Declaration - Fall 2014

Program Description	STUDENTS
Arizona General Education-A	1,472
Arizona General Education-S	225
Arizona General Education-B	219
Management (CERT)	119
Networking Tech Comptr (CERT)	98
Firefighter (CERT)	83
Gunsmithing (CERT)	77
Medical Assistant (CERT)	73
Medical Records Tech (CERT)	69
Networking Spec Cisco (CERT)	63
Accounting (CERT)	62
Early Childhood Adv (CERT)	62
Phlebotomy Technician (CERT)	61
Creative Writing (CERT)	59
Early Childhood Basic (CERT)	54
Automotive Master (CERT)	52
Photography (CERT)	46
Adm Office Specialist (CERT)	39
Video Game Developer (CERT)	38
Automotive Technician (CERT)	37
Social & Human Services (CERT)	37

YC Enrollment

Enrollment by Campus and District		
	Headcount	
Campus	**2013-14**	**2009-10**
Career & Technical	966	546
Chino Valley	477	632
Off-Site	2287	1765
Prescott	5848	7331
Prescott Valley	943	1866
Sedona	35	247
Verde Valley	1239	2246
Online	4977	4365
District	11,518	13,044
Total Student Credit Hrs	128,142	127,836

High School Enrollment
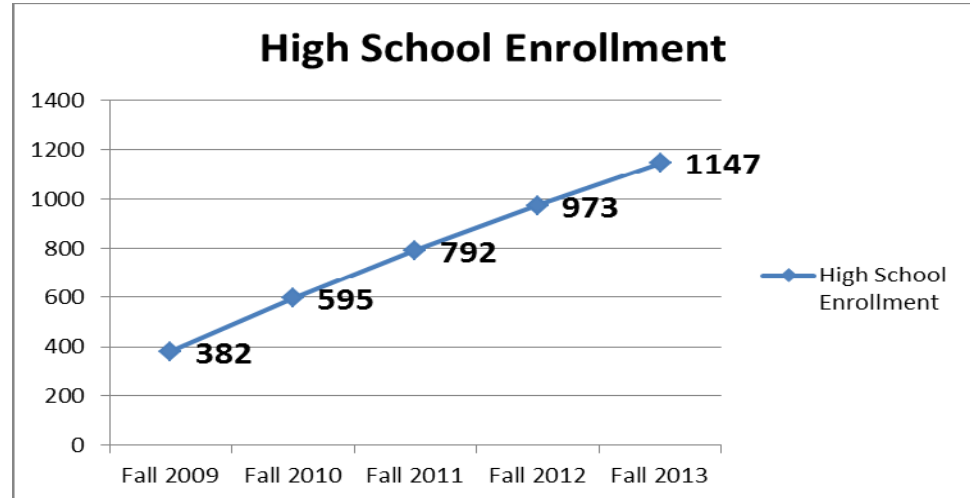
Enrollment Status - 2013-2014		
Enrollment Status	**2013-14 Headcount**	**%**
On Campus Only	4644	40%
Online and On Campus	4358	38%
Online Only	2516	22%
Grand Total	11518	100%

How Are YC Students Doing

Fall 2013 Courses by Delivery Type and Pass Rate

Delivery Type	Course Count	%	Successful Completers
Online	255	21.8%	67%
Classroom/Web	60	5.1%	74%
Classroom-based	648	55.4%	79%
Other	207	17.7%	82%
Total	1170	100.0%	76%

Notes: Classroom-based includes Classroom, ITV, Computer in Classroom

Other includes Activity-based, private music, individual paced, internships

Fall 2009 Courses by Delivery Type and Pass Rate

Delivery Type	Course Count	%	Successful Completers
Online	167	13.4%	68%
Classroom/Web	47	3.8%	75%
Classroom-based	766	61.7%	80%
Other	262	21.1%	75%
Total	1242	100.0%	77%

Notes: Classroom-based includes Classroom, ITV, Computer in Classroom

Other includes Activity-based, private music, individual paced, internships

Fall-to-Fall Retention (Fall 2012 Cohort):

First-Time, Full-Time, Degree/Certificate Seeking: 63%

All For-Credit YC Students: 50%

Student Perspective

2014 Noel-Levitz Student Satisfaction Survey by Category				
	May-14		May-11	
Category Summaries	Importance	Satisfaction	Importance	Satisfaction
Instructional Effectiveness	6.22	5.52	6.23	5.52
Registration Effectiveness*	6.15	5.42	6.18	5.30
Academic Advising/Counseling	6.12	5.28	6.15	5.21
Concern for Individual	6.08	5.28	6.09	5.31
Academic Services	6.00	5.58	6.05	5.53
Admissions and Financial Aid*	5.95	5.16	6.04	5.04
Student Centeredness	5.95	5.45	5.99	5.47
Campus Climate	5.94	5.38	5.97	5.36
Safety and Security	5.92	5.27	6.01	5.23
Service Excellence*	5.90	5.33	5.94	5.22
Campus Support Services	5.27	4.85	5.34	4.89
Responsiveness to Diverse Populations		5.44		5.49
*Difference statistically significant at the .05 level				
Survey scale: 1 least important/satisfied to 7 most important/satisfied				

Student Perspective

2014 Noel-Levitz Student Satisfaction Survey by Significant Change				
	May-14		May-11	
Categories with Statistically Different Change	Importance	Satisfaction	Importance	Satisfaction
My academic advisor is approachable*	6.12	5.28	6.15	5.21
Computer labs are adequate and accessible*	6.09	5.79	6.20	5.65
Adequate financial aid is available*	6.12	5.21	6.26	5.02
Financial aid awards are announced to students in time to be helpful in college planning***	5.99	5.00	6.09	4.71
Most students feel a sense of belonging here*	5.36	5.29	5.43	5.41
I generally know what's happening on campus***	5.36	5.04	5.30	4.76
Classes are scheduled at times that are convenient*	6.43	5.43	6.46	5.29
Bookstore staff are helpful***	5.90	5.47	5.87	5.10
Security staff are helpful**	5.41	4.99	5.50	5.19
Parking is adequate***	6.10	5.10	6.18	4.64
*Difference statistically significant at the .05 level				
**Difference statistically significant at the .01 level				
***Difference statistically significant at the .001 level				
Survey scale: 1 least important/satisfied to 7 most important/satisfied				

Student Perspective

2014 Noel-Levitz Student Satisfaction Survey by Selected Instructional Questions				
	May-14		May-11	
Instructional Questions	Importance	Satisfaction	Importance	Satisfaction
Faculty care about me as an individual	6.01	5.50	5.99	5.58
The quality of instruction I receive in most classes is excellent	6.56	5.75	6.57	5.82
Faculty provide timely feedback about student progress in a course	6.20	5.44	6.25	5.39
Students are notified early in the term if they are doing poorly in a class	6.10	4.84	6.12	4.82
Survey scale: 1 least important/satisfied to 7 most important/satisfied				

Community College Survey of Student Engagement - Spring 2012		
CCSSE Benchmarks	YC	NCCBP Average
Active & Collaborative Learning	52.1	48.8
Student Effort	49.3	49.3
Academic Challenge	48.1	49.1
Student-Faculty Interaction	49.1	50.2
Support for Learners	43.5	49.6

Top Associates Programs by Graduates

Top 20 Associate's Degrees by Number of Graduates					
Associates	**2009-10**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Associate of Arts	186	175	204	187	180
Nursing	114	130	103	96	84
General Studies	21	11	21	30	42
Management	9	16	13	16	23
Business	24	22	23	21	18
Social and Human Services		3	6	6	17
Accounting	5	8	16	14	16
Associate of Science	9	6	13	10	16
Professional Pilot Helicopter		4	27	19	15
Computer Networking Technology	6	4	12	10	12
Early Childhood Education	7	2	8	9	12
Aviation Technology					10
Gunsmithing	4	5	3	8	10
Fire Science	14	18	18	22	8
Radiologic Technology		5	9	7	8
Elementary Education	3	5	3	7	8
Diesel Technician	5	2	3	4	7
Graphic Design	4	7	11	9	7
Agriculture Technology Mngt	1	1		3	6
Electrical Instrumentation	9	4	2	3	6
Industrial Plant Technician	5	2	1	1	6

Top Certificate Programs by Graduates

Top 20 Certificate Programs by Number of Graduates					
Certificates	**2009-10**	**2010-11**	**2011-12**	**2012-13**	**2013-14**
Arizona General Education - A	204	205	234	226	224
Nursing Assistant				147	150
Emergency Medical Technician			84	103	106
Law Enforcement & Corrections					63
Gunsmithing	8	13	16	20	32
Management	19	20	21	21	31
Computer Networking Technician	28	19	48	48	26
Arizona General Education - S	14	16	16	20	23
Arizona General Education - B	26	22	25	23	22
Social and Human Services			12	3	10	17
Accounting Assistant				1	15
Phlebotomy Technician	13	20	18	17	15
Basic Firefighter					14
Admin Office Specialist	2	4	4	3	13
Early Childhood Ed-Basic				8	7	11
Medical Records Technician	6	8	13	9	11
Early Childhood-Advanced				4	8	11
Medical Assistant	8	5	13	13	10
Electronics Technology				6	1	9
Electrical Instrumentation	2	4	2	7	9

Successful Completions

First-Time, Full-Time, Degree/Certificate Seeking (2008 Cohort):

Time to Completion or Transfer

- 200% of Normal Time: 23%
- 150% of Normal Time: 31% (Percent Transfer, No Completion), 19% (Percent Completing)
- Normal Time: 14%

Legend:
- ■ Percent Transfer, No Completion
- ■ Percent Completing

83% of Learners Achieving a Successful Outcome:

Percent Achieving a Successful Outcome 2007 Credential-Seeking Cohort

Legend:
- ■ Awarded
- ■ Transferred, no award
- ■ Still enrolled
- ■ Earned 30+ credits

- 35% Awarded
- 25% Transferred, no award
- 8% Still enrolled
- 15% Earned 30+ credits
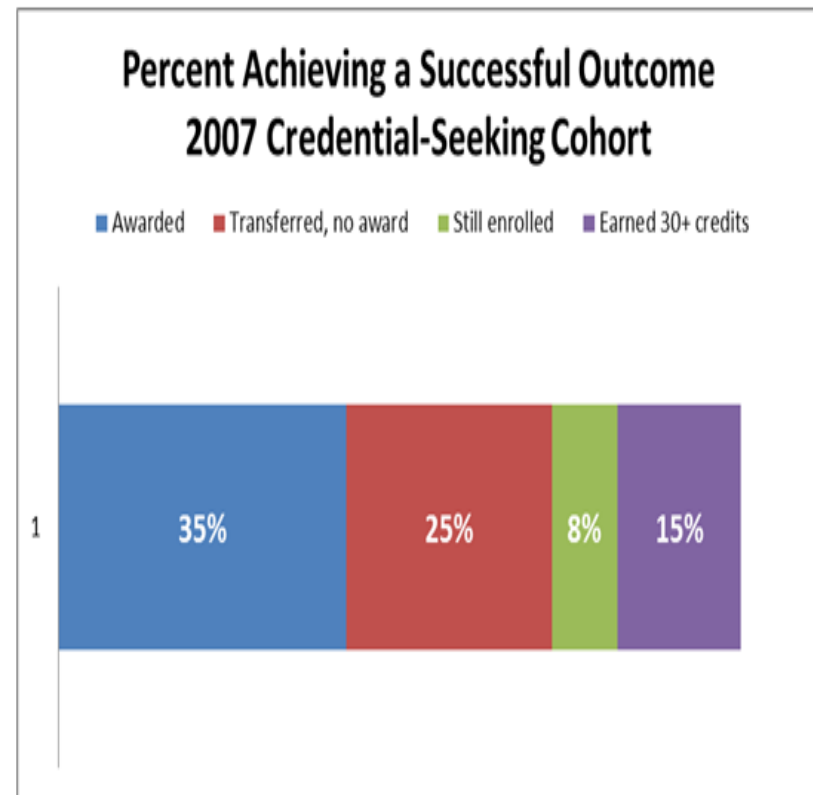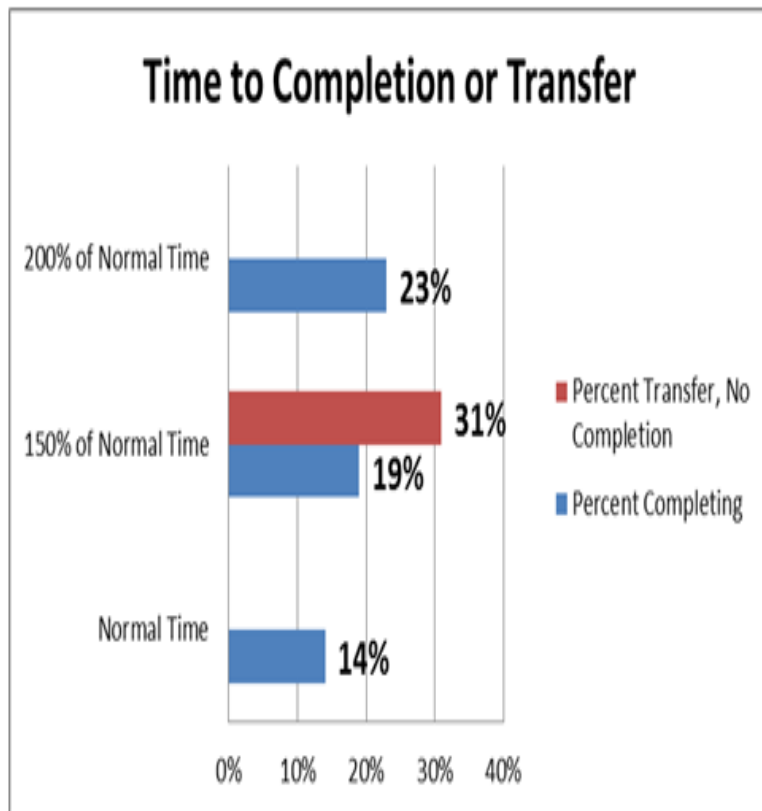
Student Performance at Four-Year Transfer Institution:

Cumulative First-Year GPA = 3.11 (ranks in the 90th percentile nationally)