STRATEGIC PLANNING
YEAR-END REPORT
July 1, 2006 – June 30, 2007

The Office of Academic Affairs

The Strategic Planning Committee
The Office of Institutional Research

YAVAPAI COLLEGE
STRATEGIC PLANNING YEAR-END REPORT
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Strategic Planning Committee (SPC) Activities Conducted in 2006 - 2007

- The SPC met ten times in 2006/2007. All minutes from the SPC meetings are available on the SPC website:
  http://www2.yc.edu/content/strategicplanning/minutes.htm

- The 2005/06 – 2009/10 Strategic Initiatives were updated to include the District Governing Board Ends, with initiatives 5, 6 and 7 being added. Interviews were conducted with each responsible party of each strategic initiative to obtain the status of each action item. The current strategic initiatives document is available on the SPC website (see Appendix 1):
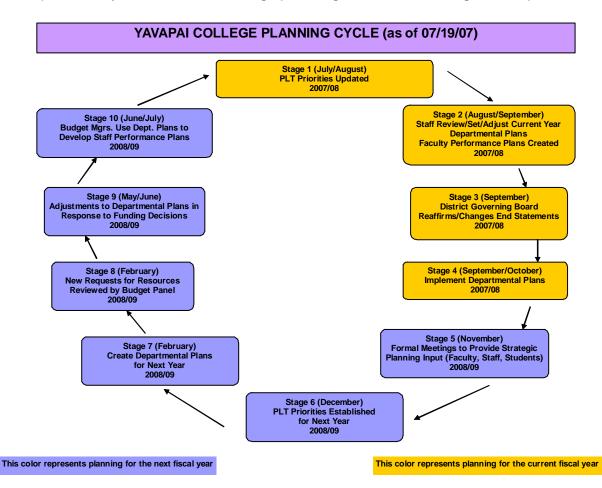 http://www2.yc.edu/content/strategicplanning/default.htm

  - Initiative 5:   Support Economic Sustainability
  - Initiative 6:   Vibrant Social and Cultural Life
  - Initiative 7:   Improve Technology Infrastructure

The President's Leadership Team (PLT) released the strategic planning priorities for 2007-2008, which are available on the strategic planning website:
http://www.yc.edu/content/strategicplanning/files/Strategic_Priorities.pdf

- Students seeking transfer to universities will have the qualifications to make a successful transition. Develop strategies and targets to increase the number of Yavapai College students transferring to four-year colleges and universities. (Initiative 1 – Excellence in Education)

- Strengthen and develop intervention programs and services to increase student retention to assist students in completing a degree or achieving their individual academic and/or social goals. (Initiative 1 – Excellence in Education)

- Integrate learning outcomes assessment into all instructional programs, courses, and initiatives to document student achievement of learning outcomes; 100% completion of year-end assessment reports. (Initiative 1 – Excellence in Education)

- Encourage and support scholarly inquiry. Implement Centers for Excellence and Learning with locations on the Prescott and Verde Valley campuses. (Initiative 1 – Excellence in Education)

- Implement a new enterprise resource planning (ERP) software system to include student, finance/HR/payroll, alumni development and housing modules. (Initiative 7 – Improve Technology Infrastructure)

- Develop a culture of customer service to support student recruitment and retention, and effective internal operations. (Initiatives 1 and 4 – Excellence in Education and Develop our Human Resources)

- Develop long-range expansion plans for Yavapai College. Elements of the plan should include possible land acquisition and programmatic emphases for each campus. (Initiative 1 and Initiative 3- Excellence in Education and Long-Range Facilities Planning)

- The SPC developed and fine-tuned the Yavapai College Planning Cycle, which is a fluid document and depicts the planning cycle for the current and next fiscal year simultaneously and is available on the strategic planning website: http://www2.yc.edu/content/strategicplanning/files/YC_Planning_Guide.pdf

YAVAPAI COLLEGE PLANNING CYCLE (as of 07/19/07)

Stage 1 (July/August)
PLT Priorities Updated
2007/08

Stage 10 (June/July)
Budget Mgrs. Use Dept. Plans to Develop Staff Performance Plans
2008/09

Stage 2 (August/September)
Staff Review/Set/Adjust Current Year Departmental Plans
Faculty Performance Plans Created
2007/08

Stage 9 (May/June)
Adjustments to Departmental Plans in Response to Funding Decisions
2008/09

Stage 3 (September)
District Governing Board Reaffirms/Changes End Statements
2007/08

Stage 8 (February)
New Requests for Resources Reviewed by Budget Panel
2008/09

Stage 4 (September/October)
Implement Departmental Plans
2007/08

Stage 7 (February)
Create Departmental Plans for Next Year
2008/09

Stage 5 (November)
Formal Meetings to Provide Strategic Planning Input (Faculty, Staff, Students)
2008/09

Stage 6 (December)
PLT Priorities Established for Next Year
2008/09

This color represents planning for the next fiscal year

This color represents planning for the current fiscal year

- Strategic initiatives accomplished in 2006-2007 – a document illustrating many of the strategic actions accomplished in 2006-2007 is attached as Appendix 2. This is a more in-depth view of accomplishments than is provided in the updated Strategic Initiatives 2005/06 – 2009/10 document, and was presented at fall 2007 Employee Day to depict the ongoing accomplishments of strategic planning.

- The annual HLC/NCA meeting was held in Chicago and provided a good overview of the constantly evolving accreditation process and exposure to best practices. This meeting was attended by the following Yavapai College representatives:

  - Connie Gilmore, Verde Faculty
  - Dr. Utpal Goswami, Vice President of Academic Affairs
  - Lisa Griest, Library Director
  - Chris Heyer, Adjunct Faculty Coordinator
  - Tom Hughes, Institutional Research Director
  - David VanNess, Registrar

- An on-line submission form for input on strategic planning was developed and placed on the strategic planning website, providing an opportunity for the college community to offer anonymous input into the college's strategic planning process.

- Dashboards depicting current success rate in enrollment, retention, student satisfaction, and student transfer were developed and refined. The dashboards provide graphic measures at-a-glance in these areas.

- In spring 2007, the Yavapai College District Governing Board initiated community forums in the Verde Valley area to solicit community input and perception about Yavapai College planning and expectations, and to determine the economic development needed in the area. A telephone survey was developed as a supplement to the local community forums. The objective of the telephone survey was to provide a complete, accurate and unbiased measure in the following areas:

  - Community Participation
  - Community Goals
  - Training and Educational Programs
  - Occupations Needed in the Area
  - Overall Satisfaction with Yavapai College

- The SPC defined service area "departments" and academic "departments" when relating to development of departmental plans:

  - <u>Academic "Departments"</u>: Defined by divisions.

- Service Area "Departments":

- Business Services
- College Police
- Enrollment Services
- Facilities
- Human Resources

- Information Technology
- Institutional Research
- Library

- Marketing-Public Information
- President
- Student Services

Strategic Planning Information Disseminated in 2006 - 2007

- In spring 2006, a survey was conducted measuring employee perceptions, satisfaction and involvement with the college's strategic planning process. A report of the findings of that study was disseminated to the college community in August 2006. This report is available on the strategic planning website at: http://www2.yc.edu/content/strategicplanning/files/Perception_Report.pdf

- The Yavapai College Strategic Planning Year-end Report for July 1, 2005 – June 30, 2006 was disseminated to the college community in August 2006 via newsflash and link on the Strategic Planning Committee (SPC) web page: http://www2.yc.edu/content/strategicplanning/files/Year_End_Report_2005_2006.pdf

- A strategic planning update was provided to the college community via newsflash December 2006, which included the college's strategic plan incorporating the District Governing Board's End Statements. Additionally, the SPC updated the Yavapai College planning cycle to better align with the Board, PLT priorities and the budget process. The Yavapai College planning cycle and the Yavapai College Strategic Planning Guide are available on the strategic planning website: http://www2.yc.edu/content/strategicplanning/planning_guide.htm

- Tom Hughes, SPC Chairman, provided a strategic planning update to Faculty Senate February 16, 2007.

- Tom Hughes conducted strategic planning/departmental planning training at the supervisor training meeting February 26, 2007.

- In December 2006 and May 2007, College President, Dr. James Horton; Vice President of Academic Affairs, Dr. Utpal Goswami; and Vice President of Administrative Services, Bob Lynch, conducted open forums on the different campuses to discuss college planning and numerous projects that are taking place within the college. Each open forum was a question and answer opportunity for all students, faculty and staff.

Other Strategic Planning Activities Conducted in 2006 - 2007

● Environmental Scan

▶ The Office of Institutional Research produced an Environmental Scan Summary Report in fall 2006, which provides national, state and county overviews and geo-demographic information. This report is available on the strategic planning website: http://www2.yc.edu/content/strategicplanning/files/Environmental_Scan_Report_2005_2006.pdf

▶ National Community College Benchmark Project – Yavapai College continued its participation in this data collection project, which provides peer-level comparative data. A summary of this report is available on the Institutional Research website: http://www2.yc.edu/content/institutionalresearch/files/GenStudies/NCCBS_2005_06.pdf

● Outcomes Assessment – for information on Outcomes Assessment, please contact individual academic divisions or the Student Learning Outcomes Assessment (SLOA) committee.

● Program Reviews – Academic program review is central to the college's overall planning and assessment process. Beginning in academic year 2006-07, all academic programs are reviewed annually.

The accelerated academic program review process is designed to provide each program area with timely information to assess the strengths and weaknesses of program areas. These program reviews are placed on the Institutional Research website: http://www2.yc.edu/content/institutionalresearch/academic%20program%20review.htm

The program areas reviewed annually:

- Accounting
- Administration of Justice
- Administrative Medical Assistant
- Administrative Office Specialist
- Agribusiness
- Architectural Graphics
- Art – Fine Arts
- Automotive

- Aviation
- Business
- Computer Networking
- Computer and Information Systems
- Computer Maintenance and Repair
- Construction Technology
- Digital Filmmaking

- Early Childhood Education
- Education
- Emergency Medical Service
- Fire Science
- Gerontology
- Graphic Design
- Gunsmithing
- Legal Office Administration
- Medical Coding

- Medical Transcription
- Microsoft Certified Systems
- Microsoft Office Specialist
- Nursing
- Paralegal
- Police Certification
- Small Business Entrepreneurship
- Welding

- Benchmark Service Area Reviews – service area reviews are being conducted on all non-academic service areas. Benchmarking is a process of identifying and sharing best practices. Through this process, Yavapai College will use the information gathered to better serve its students and community. The completed benchmark service area reviews are presented to the President's Leadership Team (PLT) for final approval. Once PLT has reviewed all the benchmark service reviews, an executive summary report will be published. The final reports are placed on the Institutional Research website: http://www2.yc.edu/content/institutionalresearch/service-area-review.htm

  Service areas under review in 2006-07:

  - Business Services
  - Campus Safety
  - Enrollment/Student Services
  - Facilities
  - Human Resources
  - Information Technology
  - Institutional Research
  - Library Services
  - Office of Public Information
  - President's Office

APPENDIX NO. 1

Strategic Initiatives
2005/06 – 2009/10
(Updated August 2007)

Initiative 1	Excellence in Education

Yavapai College is dedicated to excellence in teaching and learning. As the number one priority of the institution, comprehensive instruction and student support planning ensures an environment for successful student learning and the documentation of student learning in transfer/general education, career/technical, basic skills/developmental education, and lifelong learning programs.

Strategy 1.1   **Support and enhance excellence in teaching and learning for all full- and part-time faculty.**

Action:

1. Implement the ~~District Instructional Resource Center (DIRC)~~ Center for Excellence and Learning (CEL) with locations on the Prescott Campus and Verde Campus.
   a. Identify funding sources and operational budget for the ~~DIRC~~ CEL, including resources for professional development activities. ~~b.~~ Establish faculty advisory committee, master teachers, faculty mentors, and peer presenters. (Moved under action 1.a.) (In progress - allocated $50,000 in funding and listed as a priority for 2007-08.)
   ~~c.~~b. Develop schedule of professional development workshops to support all faculty. (Implementation of the Center and workshops will be in the fall 2007.) c. Develop an on-line resource center for faculty. (Moved under 1.c, which is now 1.b.) (Completed and ongoing)
2. Implement faculty evaluation processes beyond student evaluations. (Completed)
3. Implement adjunct faculty mentoring program. (In progress)
4. Use outcomes assessment data to identify faculty development needs and opportunities. (In progress and ongoing)

Completion: ~~June 30, 2007~~ June 2008

Responsible: ~~Chief Academic Officer~~ Vice President/Provost Academic Affairs

Source of Funds: Request for new resources and reallocation of existing college resources

Strategy 1.2   **Establish enrollment management plan to enhance student success.**

Action:

1. Build annual schedule to meet student needs and maximize student planning. (In progress – Susan Howery implementing)
2. Manage schedule-building process to maximize course enrollments, build enrollment capacity, and increase facility utilization. (Completed)
3. Analyze enrollment trends and patterns to respond to growth/decline areas. (Completed)
4. Evaluate delivery systems to facilitate remote learning, support student options and access, and maximize instructional resources. (Completed)
5. Enhance or implement college systems including on-line registration, degree audit, room scheduling, college website and the student information system to support recruitment and retention initiatives. (In progress with new enterprise resource planning [ERP] implementation [fully implemented by 2009-10])
6. Direct and prioritize marketing/advertising initiatives including use of the college website, print media, and radio/TV to build awareness of learning opportunities. (Completed)
7. Re-examine recruitment and outreach efforts to more effectively reach targeted populations. (In progress – district-wide retention and recruitment committee established; recommendations to be implemented 2007-08.)
8. Develop a Student Success Plan to positively impact retention. Components to include expanded orientation options, access to mental health services, and increased channels for students and the college community to provide feedback on programs and services. (Completed)
9. Explore cost-effective options to deliver lifelong learning. (Completed – created divisions of Lifelong Learning and Community Education.)

Completion: June 30, ~~2006 2007~~ 2008

Responsible: ~~Chief Academic Officer~~ Vice President/Provost Academic Affairs

Source of Funds: Existing college resources and new resource requests

Strategy 1.3   **Integrate learning outcomes assessment into all instructional programs, courses, and initiatives to document student achievement of learning outcomes, improve teaching and learning, and inform instructional, budget and planning decision-making**.

Action:
1. Establish, review, and revise program and course learning outcomes on a regular basis. (Completed – entire course bank reviewed and appropriate action taken.)
2. Complete annual program assessment plans and integrate findings with the program review cycle. (Completed – program review form includes assessment questions.)
3. Identify authentic and effective assessment measures to document student learning. (In progress and ongoing – Student Learning Outcomes Assessment [SLOA] Committee.)
4. Collect data to document student learning and develop action plans for curriculum revisions, instructional design changes, and/or inform the use of quantitative and qualitative assessment tools. (In progress – collection of data is completed; documentation and action plans still in progress.)
5. Develop systems and provide mentoring and training to support data collection and action plans. (In progress as student success plan for 2007-08; TRIO program is piloting 2007-08; student mentoring is waiting additional funding.)

Completion: June 30, ~~2006~~ ~~2007~~ 2008

Responsible: ~~Chief Academic Officer~~ Vice President/Provost Academic Affairs

Source of Funds: Existing college resources

Strategy 1.4   **Establish a comprehensive, district-wide developmental education program.**

Action:
1. Review developmental coursework in reading, writing, math, and English language, and revise and create appropriate sequential courses. (Completed)
2. Implement a research-based advising and counseling plan for developmental-level students identified as most at-risk. (In progress – plans are being developed for implementation.)
3. Align the Developmental Education curriculum and Adult Basic Education curriculum. (Completed and ongoing)

4. Provide supplemental instruction to support the success of all students in need of developing knowledge and skills through district-wide tutoring with training that is certified; ~~by the College Reading and Learning Association;~~ group tutoring specific to courses and programs that express need. Additional English language learning using modules and software. (Completed)
5. Improve the quality of instruction for developmental-level students through research-based professional training. (Completed)

Completion: June 30, ~~2006~~ ~~2007~~ 2008

Responsible: ~~Chief Academic Officer~~ Vice President/Provost Academic Affairs

Source of Funds: Existing college resources and new resource requests

Strategy 1.5   **Conduct regular program review to evaluate program effectiveness, sunset programs that no longer meet student needs, and research implementation of new program areas.**

Action: 1. Review all instructional programs every five years to evaluate program effectiveness and accountability. (Completed)
2. Sunset certificate and/or degree programs that are not meeting student/employer needs and/or not achieving desired enrollments. (Completed)
3. Research implementation of new programs via environmental scanning, employer requests, or other documented need. (Completed – Phelps Dodge, Allied Health, CCbenefits)
4. Review general education requirements for all associate degree programs to determine relevance to the program area, integration with the program area, and overall effectiveness. (Completed – new Gen Ed requirements were approved by Curriculum Committee.)

Completion: ~~June 30, 2006 2007~~ Completed

Responsible: ~~Chief Academic Officer~~ Vice President/Provost Academic Affairs

Source of Funds: Existing college resources

Strategy 1.6   **Increase district instructional access and identify appropriate, cost-effective delivery systems.**

Action: 1. Evaluate delivery systems to facilitate remote learning, support student options, and maximize instructional resources. (Completed and ongoing – Lisa Griest chairs a task force and they meet regularly.)
2. Implement a district-wide process to determine which courses and/or programs are developed for on-line delivery. (Completed and ongoing)
3. Identify a district standard for on-line course development and instructional design. (Completed)
4. Review and evaluate all existing and new on-line courses according to the established standards to assure student learning effectiveness and instructional quality. (In progress – standards have been developed and it is being implemented in a phased approach starting spring 2008.)
5. Provide support systems to enhance various delivery systems. (Completed)
6. Expand dual enrollment opportunities with county high schools. (Completed)
7. Implement the expanded NAU/YC partnership and Identify partnerships with other higher education institutions as appropriate. (Completed)
8. Evaluate effective organizational structures and efficient methods for managing/coordinating district-wide delivery of courses and programs. (Completed)

Completion: June 30, ~~2006~~ ~~2007~~ 2008

Responsible: ~~Chief Academic Officer~~ Vice President/Provost Academic Affairs

Source of Funds: Existing college resources and new resource requests

Strategy 1.7 **Review and explore articulation agreements and joint university admission partnerships.**

Action: 1. Review existing articulation agreements. (Completed and ongoing.)
2. Initiate joint admission partnerships with state universities. (Completed – joint admissions agreements have been signed with NAU and ASU.)

Completion: ~~June 30, 2008~~ Completed

Responsible: ~~Chief Academic Officer~~ Vice President/Provost Academic Affairs

Source of Funds: Existing college resources and new resource requests.

Initiative 2   **Long-Range Financial Planning**

Yavapai College is committed to sound and responsible stewardship of the public resources to ensure adequate resources for students and our community.

Strategy 2.1   **Lower the cost-per-FTSE, district-wide.**

Action:
1. Conduct program reviews of auxiliary services (completed), Institutional (administrative) services (completed and ongoing), and academic support services (completed and ongoing) to determine the delivery of all services in the most cost-effective manner.
2. Present program reviews and formulate recommendations to the ~~Executive~~ President's Leadership Team (~~E~~PLT). (In progress)
3. Establish base budgets aligned to the annual expenditure limitation spending cap. (Completed - this item no longer a strategic action as it is a normal part of operating business.)
4. Perform detailed comparisons reviewing annual appropriations with utilization. (Completed - this item no longer a strategic action as it is a normal part of operating business.)

Completion:
Action 1:   June 30, ~~2007~~ ~~2008~~ 2009
Action 2:   ~~June 30, 2007 2008 (Fiscal Years 2006-08)~~ December 31, 2007
Actions 3, 4: ~~Annually, each fiscal year, in conjunction with the preparation of the district's budget~~ Completed

Responsible: ~~Vice President for Finance~~ Vice President for Administrative Services

Source of Funds: Existing resources

Strategy 2.2   **Explore feasibility of a voter approved alternative to the state imposed spending limit.**

Action:
1. Present data supporting the benefits/concerns of the alternative expenditure limit to the District Governing Board. (~~No action required until 2008~~ In progress)
2. With Board approval, develop strategy for placing the alternative initiative on the November ~~2006~~ 2008 general election. (~~No action required until 2008~~ In progress)

Completion: Action 1: February, ~~2006~~ 2008 Board meeting

Action 2: November, ~~2006~~ 2008

Responsible: ~~Vice President for Finance~~ Vice President for Administrative Services

Source of Funds: Existing resources

Strategy 2.3 **Institute a proactive plan to increase tuition and fees gradually reducing dependency on state aid and property tax resources.**

Action:
1. Establish tuition and other revenue benchmarks with other Arizona rural community colleges. (Completed - this item no longer a strategic action as it is a normal part of operating business.)
2. Explore alternative revenue sources. (In progress; recommend moving this strategic action under 2.1 [joint use facility project with the Town of Prescott Valley {space in new Prescott Valley Library}].)

Completion: Annually, in conjunction with the preparation of the district's budget

Responsible: ~~Vice President for Finance~~ Vice President for Administrative Services

Source of Funds: Existing resources

Strategy 2.4 **Develop a district-wide, five-year capital improvement plan (CIP) for new building projects in excess of $25,000.**

Action:
1. Identify major capital projects district-wide. (Completed)
2. Prioritize capital building projects in relation to strategic initiatives. (In progress and ongoing - this item no longer a strategic action as it is a normal part of operating business.)
3. Identity future annual operating costs for new buildings. (In progress and ongoing - this item no longer a strategic action as it is a normal part of operating business.)
4. Explore funding methods to finance prioritized projects, both capital and operational. (In progress and ongoing - this item no longer a strategic action as it is a normal part of operating business.)
5. Update CIP annually with the development of the district's annual budget. (Completed and ongoing)
6. Joint use facility project with the Town of Prescott Valley Library. (Completed.)

Completion: ~~October, 2005;~~ Actions 1 January, ~~2006 (Fiscal Year 2005-06)~~
2007
Actions 2, 3 and 4 December 31, 2007
Action 5 annually (each fiscal year) with the adoption of the
district's budget
(Once the above items are completed – they will no longer
be strategic actions as they are a normal part of operating
business.)

Responsible: ~~Vice President for Finance~~ Vice President for Administrative
Services

Source of Funds: Local resources, grants, state aid, donations, lease-   purchase,
revenue bonds, pledged revenues obligations

**Strategy 2.5   Develop a district-wide, five-year program for the replacement
of critical equipment.**

Fiscal Year 2005-06

Action: 1. Identify recurring critical capital equipment needs district- wide.
(Completed)
2. Prioritize needs in relation to strategic ~~initiatives~~ vision.
(Completed and ongoing – recommendation to reword verbiage,
i.e. strategic vision.)
3. Implement, based on the availability of funds, each year   within
the adoption of the annual budget. (Completed)

Annually, Each Fiscal Year

4. Update annually with the development of the district's
annual budget. (Completed - this item no longer a strategic
action as it is a normal part of operating business.)

Completion: ~~December, 2005; thereafter, annually with the adoption of the
district's budget February, 2006~~ June 30, 2007; thereafter, annually
with the adoption of the district's budget

Responsible: ~~Vice President for Finance~~ Vice President for Administrative
Services

Source of Funds: Local resources, grants, state aid, donations, lease-purchase,
revenue bonds, pledged revenues obligations

Initiative 3	Long-Range Facilities Planning

Master planning addresses long-range facilities, site and infrastructure planning that is necessary to provide students with excellent learning environments and accommodate future growth. This initiative ensures that facilities will meet the educational needs of our students and community.

Strategy 3.1   **Complete Master Plan bond projects on the Prescott and Verde Campuses.**

Action:
1. Complete renovations to buildings 1, 2, 3, 5, 6, 7, 11, 12, 20, and 31 on Prescott Campus. (Buildings 1, 2, 3, 6, 11, 12, 20, and 31 completed; buildings 5 and 7 in progress)
2. Complete construction of the Community Learning Commons on the Verde Campus. (Completed)
3. Evaluate programming needs of the Verde Campus (completed), develop renovation plans (in progress), and complete renovations to existing buildings on the Verde Campus (completed).
4. Complete landscaping around buildings L and M on the Verde Campus. (Completed)

Completion: ~~December 30, 2006~~ ~~January, 2007~~ June 2008

Responsible: Master Plan Project Coordinator

Source of Funds: Master Plan funds and operating budget/resource allocation requests

Strategy 3.2   **Assess Master Plan bond projects on the Sedona, Prescott Valley, and Cordes Junction locations.**

Action:
1. Evaluate utilization and current programming of Sedona and Prescott Valley locations. (Completed and ongoing)
2. Resolution of existing site/access issues at the Sedona Center. (Completed)
3. Develop data to drive decision making on all three locations. (Completed and ongoing)

Completion: ~~June 30, 2006~~ ~~June 30, 2007~~ Completed

Responsible: Master Plan Project Coordinator

Source of Funds: Master Plan, existing operating budgets

Strategy 3.3   **Manage design and construction of the Del E. Webb Center for Family Enrichment.**

Action:
1. Develop memorandum of understanding between the YC Foundation and the college. (Completed)
2. Coordinate planning and design process with architectural design firm. (Completed)
3. Coordinate construction. (Completed)

Completion: ~~December 30, 2006~~ ~~January, 2007~~ ~~July 2007~~ Completed

Responsible: Master Plan Project Coordinator

Source of Funds: Outside donations

Strategy 3.4   **Identify additional resources to support capital expenditures and other costs related to the implementation of the Master Plan.**

Action:
1. Consolidate resources in Chino Valley (completed) and redirect sale proceeds (in progress).
2. Seek outside funding/grants to support increased project scope. (VOID August 2007)
3. Ensure that there are budgeted dollars to support reallocation of project funding from Master Plan to Facilities. (Completed)
4. Develop expenditure estimates to support the increased infrastructure and staffing requirements as new buildings come on-line. (Completed)

Completion: ~~December 30, 2005~~ ~~June 30, 2006~~ ~~January 2007~~ December 2008

Responsible: Master Plan Project Coordinator

Source of Funds: Operating budget, Prop. 301, partnerships and outside funds

Strategy 3.5   **Develop long-range estimates for the replacement of facilities and infrastructure.**

Action:
1. Maintain ongoing preventative maintenance to maximize useful life of all buildings, furniture, fixtures and equipment. (Completed)
2. Update Facilities Conditioning report. (Completed and ongoing)
3. Create a five-year schedule of critical repairs with assigned budget priorities. (Completed)
4. Solicit long-range capital (buildings, equipment, etc.) needs district-wide. (Completed)

Completion: ~~June 30, 2006~~ July, 2006; thereafter updated annually as needed

Responsible: Master Plan Project Coordinator

Source of Funds: Operating budget

Initiative 4	**Develop Our Human Capital**

All of our employees are at the heart of the institution's ability to create, apply and disseminate knowledge. This initiative is designed to assist in the retention and recruitment of the most qualified full- and part-time staff and faculty, and to use our human resources in the most cost-effective ways possible.

Strategy 4.1   **Overall salary for faculty and staff should be within +/- 10% of comparison to market.**

Action:
1. Complete compensation survey, recommend changes, and implement. (Completed)
2. Begin a practice of annual review of salary schedules for possible adjustments. (Completed and ongoing – new policy to review all salaries on a three-year cycle; one-third of the salaries reviewed each year.)
3. Review and amend procedures for future salary review/adjustment. (Completed and ongoing - new policy to review all salaries on a three-year cycle; one-third of the salaries reviewed each year.)
4. Design and distribute a "Total Compensation Value" benefits summary for full-time faculty and staff. (Completed)

Completion: Action 1: ~~September 30, 2005~~ Completed
Action 2: ~~January 31, 2006~~ October, 2006; thereafter, annually
Action 3: ~~October 31, 2005~~ ~~March, 2006~~ ~~October 2006~~
Completed
Action 4: ~~August 31, 2005~~ 2006 Completed

Responsible: Director of Human Resources

Source of Funds: Existing operating budget

Strategy 4.2   **Create performance management culture at Yavapai College wherein employees know what is expected of them, they develop the skills and abilities to fulfill those expectations, they find out how well they are fulfilling those expectations and are either rewarded or not, as is appropriate.**

| Action: | 1. Develop and launch a district-wide performance management system. (Completed)
2. Develop complimentary reward system as part of compensation. (Completed – Outstanding Performance Award for staff and Creativity and Innovation Award for faculty) |
|---|---|
| Completion: | Actions 1 and 2: ~~October 31, 2006 2006 May 2007~~ Completed |
| Responsible: | Director of Human Resources |
| Source of Funds: | Existing operating budget |

Strategy 4.3   **Establish non-faculty staffing benchmarks using data from similar institutions and staffing analysis of departments.**

| Action: | 1. Conduct annual staffing surveys. (Completed through the benchmark study [in conjunction with strategies 2.1.1 and 2.1.2])
2. Utilize staffing survey results in guiding requests for new resources. (Completed through the benchmark study – all requests for additional staff will be processed through the budget panel, vice presidents and president.)
3. ~~When appropriate, use a third party advisor for staffing analysis of YC departments.~~ This item removed as a strategic action because it is a tool to be used for the above two actions. |
|---|---|
| Completion: | Annually |
| Responsible: | Director of Human Resources |
| Source of Funds: | Existing resources |

Strategy 4.4   **Control non-instructional position growth using existing capacities of personnel, whenever possible.**

Action:	1. Through attrition and a thorough review of vacancies, determine the best use of existing staff prior to recruiting externally. (Completed)
Completion:	~~Ongoing~~ This item no longer a strategic action as it is a normal part of operating business.
Responsible:	Director of Human Resources
Source of Funds:	Existing resources

Initiative 5   Support Economic Sustainability

Communities have the leadership and educational resources to generate and sustain economic-base jobs. This initiative is designed to assist Yavapai County communities in providing high quality, high paying jobs.

Strategy 5.1   Develop partnerships with communities and economic development foundations to assist with creation and sustainability of economic-base jobs.

Action: 1. Provide industry, occupation, wage and demographic data and projections to facilitate economic-base job growth. (Completed and ongoing – have entered into partnership with Phelps Dodge to accomplish their training; started Manufacturers Association; entered into training partnership with Global Building Systems to receive on-site training at the Career and Technical Education Center (CTEC) through the Custom Training Solutions Department; identified and created Advanced Leadership Collaborative – an organization of experienced and talented retirees.)

2. Develop summary of economic goals of communities served by Yavapai College and identify a college plan to assist communities in accomplishing these goals. (Completed and ongoing – established the Economic Development Foundation in Verde.)

Completion: Action 1: ~~June, 2007~~ Completed
Action 2: June, 2008

Responsible: President

Source of Funds: Existing operating budget

Strategy 5.2   **Develop internal and external relationships to support communities' creation of sustainable economic-based jobs.**

Action: 1. Identify and form an organization of experienced and talented retirees to support and facilitate economic-base job growth. (Completed and ongoing - created Advanced Leadership Collaborative – an organization of experienced and talented retirees.)

2. Identify college response team to assist local communities and economic development boards with existing and prospective businesses. (Completed and ongoing – established the Economic Development Foundation in Verde.)

Completion: Actions 1: June 2008
                       Actions 2: ~~June 2007~~ Completed

Responsible: President

Source of Funds: Existing operating budget

Initiative 6   **Vibrant Social and Cultural Life**

Communities will have exposure and access to social and cultural activities that enrich their lives and broaden their understanding of the global world in which we live.

Strategy 6.1   **Develop social and cultural opportunities for the citizens and students of Yavapai County.**

Action: 1. Document and communicate/advertise social and cultural opportunities available by location currently offered or supported by Yavapai College. (Completed and ongoing)
                       2. Explore opportunities to assist community-based organizations in their service to citizens of Yavapai County. (Completed and ongoing)

Completion: Action 1: ~~June, 2007~~ Completed
                       Action 2: June, 2008

Responsible: Steve Walker, Executive Director for Resource Development

Source of Funds: Existing operating budget

Strategy 6.2   **Increase cultural awareness and understanding to prepare people for living and working in a global environment and economy.**

Action: 1. Review and assess current college curriculum to document courses that provide cultural awareness and understanding. (Completed as part of the noncredit offerings.)
                       2. Develop, support and communicate/advertise community events that expose people to cross-cultural issues and increase global cultural awareness. (Completed and ongoing.)

| Completion: | Actions 1: ~~June 2007~~ Completed |
| | Actions 2: June 2009 |

Responsible: Vice President/Provost Academic Affairs

Source of Funds: Existing operating budget

Initiative 7   **Improve Technology Infrastructure**

Yavapai College is committed to providing up-to-date technology services to enhance student learning.

Strategy 7.1   **Purchase enterprise resource planning (ERP) software to include student, finance/HR/payroll, alumni development and housing modules.**

Action:
1. Issue a request for proposal to college enterprise system vendors. (Completed)
2. Implement ERP software modules. (In progress – planning stage)

| Completion: | Action 1: ~~February, 2007~~ Completed |
| | Action 2: June, 2010 |

Responsible: Vice President for Administrative Services

Source of Funds: Existing operating budget

Strategy 7.2   **Improve telephony services.**

Action:
1. Review and assess current telephony system. (In progress)
2. Create a telephony future plan to include costs of upgrades or new purchases. (Completed and ongoing as part of the five-year capital improvement plan.)

| Completion: | Actions 1: ~~June~~ December 2007 |
| | Actions 2: ~~June 2007~~ Completed |

Responsible: Vice President for Administrative Services

Source of Funds: Existing operating budget

APPENDIX NO. 2

Yavapai College
Accomplishments FY 2006 – 2007

Strategic Initiative Actions Completed as of FY 2006-07

INITIATIVE 1
Excellence in Education Highlights

- **Academic Program Review process was revised. Under new review process all program and certificate areas are reviewed annually.**
- **Dual enrollment opportunities with county high schools have been expanded with enrollment growing from 276 students in 2005-06 to 739 in 2006-07.**
- **Division of Lifelong Learning was created to better serve the county's large adult learner population.**
- **Developmental coursework in reading, writing, math and English language has been reviewed and appropriate sequential course offerings created.**
- **A 2+2 agreement between NAU/YC was implemented to expand four-year degree options for students in Yavapai County.**
- **Allied Health Department started its first program, Medical Assistant, in January 2007.**
- **To enhance and improve the college's occupational programs the Career and Technical Education Center (CTEC) was purchased and will open fall 2007.**

INITIATIVE 2
Long-Range Financial Planning

- **Program reviews of all auxiliary services completed. Reviews will continue on a two-year cycle.**
- **Budget panel tied to the college's strategic plan has been created and meets quarterly to review budget request.**
- **A service area benchmark review process has been created that compares Yavapai College service areas with other similar Arizona community colleges.**
- **YC has created a district-wide, five-year capital improvement plan (CIP) for new building projects in excess of $25,000. CIP is updated annually.**
- **The college has created a district-wide, five-year program for the replacement of critical equipment. This program is updated annually.**

INITIATIVE 3
Long-Range Facilities Planning

- **The majority of Master Plan projects on the Prescott and Verde campuses have been completed.**
- **Wiring on the Prescott campus was upgraded.**
- **The Del E. Webb Family Enrichment Center, Yavapai College's first privately funded building was completed and will open fall 2007.**
- **Facilities has created long-range estimates for the replacement of facilities and infrastructure. Maintaining ongoing preventative maintenance will maximize useful life of buildings, furniture, fixtures and equipment.**
- **The Yavapai College Library is partnering with the Prescott Valley Public Library to develop an "Academic Library Suite." The Academic Library Suite will provide a**

special "library within a library" for students to receive academic reference support relevant to their coursework.

INITIATIVE 4
Develop Our Human Resources

- Compensation survey completed and changes implemented to ensure that overall salary for faculty and staff are within +/- 10% of comparison market.
- Salary ranges will be reviewed every three years.
- Launched new Performance Management Process.
- Launched Outstanding Performance and Creativity Award.

INITIATIVE 5
Support Economic Sustainability

- In partnership with Phelps Dodge, Yavapai College began its mining program to address the workforce shortage in this field.
- The College initiated "SLIM, the Manufacturers' Association of the Yavapai Region," and has worked closely with its Board of Directors in developing the association and positioning it to strengthen manufacturers within the region and to create a climate conducive to new light manufacturing.
- The college has identified and created an organization of experienced and talented retirees known as the Advanced Leadership Collaborative. This organization will allow the vast talent within the mature population to be utilized for the good of the community to facilitate economic-base job growth.
- The College has developed a training partnership with Global Building Systems, Inc., a local start-up company that will be the first to lease space at CTEC and receive on-site training through the Custom Training Solutions Department.

INITIATIVE 6
Vibrant Social and Cultural Life

- Presented a successful Yavapai College Community Events season of 25 events and 27 performances. Of the 27 performances, 17 had sell out sales of 1,000 tickets or more. 60,000 area residents directly participated in these activities.
- Provided a series of educational arts opportunities through the YC/City of Prescott/Acker Trust Artist in Residence Program serving over 26,000 Yavapai County students and other underserved populations. Participants included public, charter, private and home school students, as well as Yavapai Exceptional Industries, Pioneer Home, VA Domiciliary, Margaret T. Morris and Prescott Adult Day Care.
- Partnering with the Northern Arizona Vision and Hearing Loss Center, a local 501 (c) (3) organization to plan the enhancement of programs and services for students and Yavapai County citizens with these impairments.

INITIATIVE 7
Improve Technology Infrastructure

- Request for proposals (RFP) issued for purchase of an enterprise resource planning (ERP) software to include student, finance/HR/payroll, alumni development and housing modules.
- All ITV classrooms have recording capabilities to capture lectures for streaming.