EDUCATIONAL MASTER PLAN
2012-2017

District Services
Information Technology Services (ITS)
Library Services
Student Services

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Information Technology Services (ITS)

The ITS Department provides technology support and resources to Yavapai College (YC) students, faculty, and staff at all district locations. These resources include, but are not limited to, the following: College websites, Enterprise Resource Planning (ERP) software (Banner), student and employee email, learning management system (Blackboard), academic and administrative applications, employee computers, data repositories, and the entire related underlying infrastructure. Additionally, ITS is responsible for all technology in the classrooms and computer labs.

Mission Statement
The mission of the Information Technology Department is to support and enhance instruction, learning, and administrative efficiency at YC through effective use and cost-conscious management of information technology resources.

a. Goals
- Support access to technology, promote digital literacy, and facilitate innovation in teaching and learning through technology.
- Provide excellent and prompt customer service.
- Maintain a flexible and robust infrastructure that is capable of supporting the growth and change of a dynamic institution.
- Ensure the YC website is informative, flexible, contains up-to-date information, and enables departmental web authors to easily maintain and update sites.
- Foster effective teaching and learning with the use of technology in the classroom.

b. Values
YC prides itself on having a robust technology infrastructure and the resources needed to ensure effective teaching and learning. The College's strong investment in information technology has a positive impact on student success and also increases the overall effectiveness of the institution. The core College values (Learning, Scholarship, Stewardship, and Diversity) help establish the framework for the operation of the ITS Department as well as assist in setting annual priorities.

c. Resources
YC presently maintains 15 computer labs and 29 computerized classrooms throughout the district. In total, these rooms house over 800 computer stations available for student and instructor use. The College is in the process of moving from traditional desktop computers to thin-client (zero-client) stations that connect to a virtual environment. This environment, named cloud.yc.edu, also allows students to access the same applications (over 150) found on computers on-campus while at off-site locations using the VMware view client.

The ITS Helpdesk is open 365 days a year to assist student, faculty, and staff with technology issues. The Helpdesk is staffed locally from 7AM to 7PM Monday through Friday with the exceptions of holidays and other closures. Late evening, weekend, and holiday support is provided by a 3rd party offsite Helpdesk provider.

There are currently 104 smart classrooms throughout the district. These classrooms contain, but are not limited to the following resources: projector and/or large flat panel screens, instructor

lectern with PC, document camera, and auxiliary inputs for other devices. Included in the smart classroom total are specialized rooms for course capture (Tegrity) and distance delivery (Interactive Television or ITV). Presently, there are 9 course capture classrooms and 10 ITV classrooms located throughout YC locations. An additional ITV classroom is currently being constructed at our newest site in Spring Valley (Mayer), AZ. The College also utilizes the ITV system for student, faculty, and staff meetings. In addition to the 10 ITV classrooms, YC also has 6 ITV equipped meeting rooms used for distance meetings. The ITV system is also extended to faculty and staff desktops using webcams and Cisco Jabber software.

ITV classes can be recorded and streamed online for later student viewing. Students can view these recordings and Tegrity recordings via links in Blackboard. The Blackboard system, a learning management system hosted on-site at the Prescott campus, receives a great deal of usage throughout the semester for both fully online classes and hybrid classes. Every class is given a Blackboard course shell and the instructor is responsible for activating the course for student access. Presently, the system has over 5000 active users that view or post content, take assessments, and participate in courses.

The myYC portal ties together most of the online resources available to students, faculty, and staff. The portal allows single sign-on access to resources such as: Blackboard, student/employee email and calendar, student information system access, student billing application (Touchnet), alertYC (text and email emergency alerts), DegreeWorks (degree audit software), and network storage. The myYC Portal processes, on average, over 5000 logins per day.

The YC website is an invaluable research tool for both current and prospective students, faculty, staff, and constituents. The site has roughly 16,000 unique visitors daily. In addition, the College website is integrated with other College websites including goroughriders.com (Athletics) and ycpac.com (Yavapai College Performing Arts Center) which enables news and events to automatically be transferred over to the main website and calendar.

The Applications Development group is responsible for supporting the Banner ERP system. The system functions as the College's student information system and additionally has modules dedicated to financial aid, human resources, finance, advancement, and payroll. The system is used daily by students, faculty, and staff via its native application interface or via Self-Service Banner accessible via the myYC Portal. The first day of registration for the Spring 2013 semester the system registered over 1,600 students for over 5,000 seats in less than five hours.

d. Staff
The ITS Department is broken up into six different groups with different areas or responsibilities.

- o ITS Administration
  - ▪ 2 FTE
  - ▪ Areas of responsibility: budgeting, contracts, strategic planning, purchasing, and leadership of overall department.
- o Presentation Technology Support Services (PTSS)
  - ▪ 5.5 FTE (includes one current vacancy)

- Areas of responsibility: presentation technology in the classrooms and conference rooms throughout the district, ITV system, class capture, YCPAC A/V system, digital signage, and A/V support for board meetings and special events.
  - o Web Services
    - 3 FTE
      - Areas of responsibility: College websites, training related to website maintenance, myYC Portal, online catalog, custom web applications, and CRM system for recruiting.
  - o Applications Development
    - 4 FTE
      - Areas of responsibility: Banner ERP system, internal and external system integrations, reporting systems, database management, and custom applications.
  - o Client Support Services (CSS)
    - 5 FTE + Student worker resources for Helpdesk coverage
      - Areas of responsibility: support for all district computers and related technology, helpdesk support, computer lab support, printing support, emergency communications (sirens), and application support.
  - o Systems and Network Services (SANS)
    - 7 FTE
      - Areas of responsibility: physical and virtual servers, storage area networks, local area network, wide area network, internet access, telephony, security, spam/virus protection, computer image creation, backup and recovery, email services, learning management system operation and maintenance, firewalls, and vulnerability testing.

Background

The ITS Department has been existence in one form or another for several decades at Yavapai College. Over the years the focus of the unit shifted from mainframe and terminal support to the support of individual PC's and applications. The last decade has seen rapid changes in many areas of the institution which impacted and transformed the department. In 2006 the ITS Department was separated into two different units, Technology Support Services (TSS) and Information Technology Services (ITS). Subsequently, each unit received separate and distinct reporting lines – Academic and Administrative respectively. This event contributed to the departure of the directors from each unit.

The new TSS unit consisted of CSS, PTSS, and the TeLS (now called Teaching & eLearning Support) and reported to the VP of Academic Affairs. The ITS unit (Web Services, Application Development, and SANS) reported to the VP of Administrative Services. The units were later recombined with TeLS being separated out again in early 2011.

External and Internal Trends

a. External Trends

Higher Education technology changes rapidly. The ITS Department prides itself on continuing to introduce new technology that enhances teaching and learning while being fiscally responsible. Each year the Gilfus Education Group releases its annual list of top five trends in higher education technology. The 2012 list is below:

- E-Textbooks Expansion – Digital textbooks for purchase or on-demand rental
- Open Resources – Free online textbooks and instruction aids
- The Online Classroom – Expansion of online classes
- Mobile Devices – Greater support for mobile devices throughout higher education.
- Campuses Move to the Cloud – Expanded use of cloud resources

Yavapai College is engaged in all of these areas, but our growth has been conservative. The ITS Department has seen an increase in support requests for mobile devices. Faculty and students are now seeking a seamless experience, whether utilizing a PC or mobile device, whilst utilizing College resources.

The College and the ITS Department has taken advantage of cloud based solutions when viable opportunities have presented themselves. Growth into this medium has been slow because some of our vendors have not presented options in this area and increased costs from switching from internal solutions may not make the transition desirable. The College currently utilizes cloud based solutions such as 25Live (Scheduling software), NeoGov (HR Software), and Bizlibrary (Online training).

b. Internal Trends
1. Data-driven decision making – Increasing efficiencies
ITS, along with the Institutional Effectiveness and Research Department, have been developing reports and resources to support efforts in this area. Many of these efforts involved the use of solutions maintained by the ITS departing including the Banner Operational Data Store and Cognos reporting engine.

   The ITS Department, along with the Student Services Department and the Business Office recently participated in a 'lean-training' process. Out of that process came many requests to write (or modify) custom applications in Banner and on our website to help improve efficiencies and customer satisfaction.
2. Cost controls
The College has been investigating and implementing measures to control costs and lower cost per full-time student. The ITS Department has participated in many of these projects including the following: yearly PC reduction, WEPA pay-for-printing solution, copier/printer consolidation, etc.
3. Engagement/Communication
Efforts have been underway to increase student engagement, enhance recruiting efforts, and increase student retention. The College, along with the ITS department, is quickly researching and implementing changes in this area. For example, the ITS and Student Services Department collaborated in the creation and utilization of a CRM (Customer Relationship Management) program to aid in recruiting efforts. That project has yielded positive results which led to investigating the expansion of those efforts which may include purchasing a commercial product.

   The ITS Department is also assisting the YC Persistence Group and YC Communication groups to achieve their goals in improving communication vehicles for students, faculty, and staff. This assistance is taking the form of the creation of custom communication software and list generation/maintenance.

YC ITS Services to Students and Faculty

The ITS Department is a support organization. The main focus of the department is to help our constituents achieve their goals surrounding student success, improve teaching and learning, and administrative efficiencies.

a. ITS Services for Students
- Computer Labs and Software
- Cloud.yc.edu - virtual anywhere access to computer lab image
- Scholar.yc.edu email
- myYC Portal
  o Single-sign on services
  o Blackboard access
  o Degreeworks (degree audit system)
  o Email and calendar access
  o My Services
    ▪ Student information system access
    ▪ Online payment and information
    ▪ MyLabsPlus access
  o AlertYC access
  o Password maintenance
  o Network drive access
  o Announcements
  o Class schedules
- Online catalog and enhanced registration services
- 24/7/365 Helpdesk
- Registration kiosks
- Streaming video resources (ITV and lecture capture)
- Blackboard

b. ITS Services for Faculty
- Faculty web sites
- MyLabs and Blackboard integration and maintenance
- Cloud.yc.edu - virtual anywhere access to computer lab image
- My Drives – remote network shares
- myYC Portal – single sign-on to Banner, Email, Blackboard, etc
- Automated grade checks for athletes
- Helpdesk services
- PC Support
- ITV access and support
- Presentation and A/V support
- Training and training support (training.yc.edu)
- Mobile device support
- Communication tools for advertisements – Email/Portal
- Online faculty profiles with office hours
- Streaming video resources (ITV and lecture capture)

c. ITS Services for Staff
- Helpdesk Services

- PC and printer support
- ITV access and support
- Training and training support
- Communication Tools
- Application support and development including Banner
- Reporting support and resources
- myYC Portal
- Automation services
- General support for all functional areas
- Website (creation, training, custom applications)
- Presentation and A/V support
- Purchasing support
- Remote support

Library Services

Overview of Library Services – [Library services](#)
Library services are provided to YC students, faculty, staff and community at two full-service libraries ([Prescott](#) and [Verde Valley](#)). Books, periodicals, media and equipment (computers, laptops, multimedia displays, printers, wireless access and more) are available at both locations. The Prescott campus library manages the [Yavapai College Archives](#) following archival standards. This collection focuses on the history of the college. Online licensed databases and other online resources and services are available anytime/anywhere to the YC community and the public. As a member of the [Yavapai Library Network](#) (YLN), YC Library participates in resource sharing between more than 40 academic, public, school and special libraries within Yavapai County. Resource sharing is enhanced further through the library's membership with OCLC's interlibrary loan service.

Mission Statement
The mission of the Yavapai College Library is to support and enhance the academic, professional, cultural and lifelong learning needs of the Yavapai College community. We do this by:
- Providing information resources, technology and support necessary for success in teaching and learning;
- Providing environments, services and programs that promote discovery, engagement and the value of lifelong learning.

Program Goals
- Provide prompt, seamless, reliable and user-friendly access to high quality information regardless of location.
- Utilize technology to create, manage and deliver information, resources and services.
- Acquire a variety of print and electronic resources to facilitate student and faculty success.
- Develop and manage staff and resources to meet changing demands.
- Facilitate attainment of information literacy skills for lifelong learning.
- Provide exceptional service regardless of delivery methods to contribute to the needs of students, faculty, staff and the community.
- Increase resource sharing through Yavapai Library Network membership, interlibrary loan and other resource providers.
- Support the outcomes of Yavapai College through continuing assessment of the library's contributions to the institution.
- Cultivate relationships within our communities through educational and cultural opportunities.

Values
Yavapai College Library supports the values of Yavapai College. It is the heart of the campus and offers a welcoming, comfortable, safe and supportive environment for students, faculty, staff and the community for the pursuit of intellectual inquiry. Functioning as the "Campus living room", it facilitates social interaction and cultural enrichment. Its educated and experienced staff and professional librarians nurture and cultivate lifelong learning. Professional ethics and values inform library operational and management practices. The library's commitment to diversity is reflected through its staff, resources and services. Yavapai College Library is recognized as essential to the College and to the citizens of Yavapai County. Yavapai College Values:

- Learning - Yavapai College values learning and an environment where students are engaged in their educational endeavors. We take pride in our campuses and centers throughout Yavapai County. Our facilities provide a safe and supportive environment where students can learn, and our community can share in the benefit of a cultural center within reach.
- Scholarship - Yavapai College values scholarship. We value an educated and experienced faculty and staff who foster and encourage the spirit of inquiry and expression. We value education not merely as a means to an end, but as a lifelong joy and endeavor.
- Stewardship - Yavapai College values responsible resource management and affordable learning opportunities. We appreciate our obligation to budget and allocate fiscal and human resources in the best interests of our students and community.
- Diversity - Yavapai College values the diversity within our community and the rich cultures of Yavapai County.

Resources

YC libraries offer a wide range of print, media and electronic resources that are accessible through the [Library's webpage](#).

Types of Materials Available at Yavapai College Libraries October, 2012 Figures represent titles unless noted	
Circulating books (title count)	86,892
Circulating government documents (title count)	1,738
Reference books (title count)	5,289
Media collection (DVDs, VHS, CD books, music CDs and audiotapes)	14,703
Magazines, Journals, Newspapers (print, electronic & microfilm not purchased through aggregated databases)	421
Electronic books (title count) • **Ebrary through YLN subscription** • **Literature Criticism Online subscription (6 series, within each series is a varied number of volumes)** • **Credo Reference subscription** • **Gale Encyclopedia of America Law**	80,000+ 6 multivolume series 500+ 1 title

Staff

The libraries are staffed by five full-time librarians serving as Director of Library Services, Verde Valley Campus Library Manager, Prescott Campus Public Services and Instruction Manager, Prescott Campus Technical Services and Technology Manager and Prescott Campus Librarian. Seven full-time library technicians (general and technology), two part-time librarians and staff and student workers provide pertinent services at both locations.

Background

Yavapai College was established by Yavapai County voters in 1966. The Prescott campus library building opened in February 1970 with 3,500 books, 20 periodicals and several group meeting rooms. In 1975 the

Verde Valley Campus opened and the second college library was established. In 1983, the Verde Valley campus library building opened with 6,000 books, a handful of periodicals and several group meeting rooms. From the very beginning, the college libraries extended borrowing privileges to Yavapai County residents.

Reflecting the structure of Yavapai College, the libraries operate independently and interdependently. Similar services are provided at both libraries including library instruction, reference, collection development and interlibrary loan. Through the years, the libraries acquired books, periodicals and media to serve the unique needs of their communities. As technology became available, the libraries benefited and combined funds to implement a microfiche catalog of the libraries' collections. Today, the libraries continue to demonstrate their interdependence by sharing costs for online resources such as databases and e-books and creating library instructional tutorials and numerous web services.

In the late 1970's, the Prescott campus library was designated as a selected Federal Depository Library for United States documents. The addition of interlibrary loan service further enhanced resource-sharing. Technology enriched access to distance users when a microfiche library catalog was introduced. In 1978 the Prescott library installed a security system which cut material losses by ninety percent. The Verde Valley library's security system was installed in 1983.

In 1987 Yavapai College libraries joined Prescott Public Library to form the Yavapai Library Network (YLN). The CLSI library automation system was installed making it possible to automate circulation functions and provide public access to both library collections. During the 1990's the automation system was replaced and upgraded to the Dynix system. In the mid-2000's it was upgraded to a Windows-based format. The SirsiDynix system is a fully integrated library system providing staff with acquisitions, cataloging, serials and report management functionality.

In September 1998 Yavapai County voters passed a $69.5 million bond that allocated a portion of the funds for new libraries at Prescott and Verde Valley campuses. In January 2005 the new Boyd Tenney Library opened on the Prescott campus and in August 2006, the new Verde Valley campus library opened.

During 2011 the Friends of the Yavapai College Library formed to assist the library in serving the needs of its students, faculty, staff and the citizens of Yavapai County. The Friends group encourages gifts, endowments and bequests for the benefit of the library. The Prescott campus Friends of the Library's book sale generates revenues throughout the year.

Library External and Internal Trends

External Trends
The Association of College and Research Libraries (ACRL), Research Planning and Review Committee is responsible for examining trends in academic librarianship, higher education and more. One of its responsibilities is to identify and publicize the ACRL "top ten trends" every two years as described in this article:
2012 Top Ten Trends in Academic Libraries: A review of the trends and issues affecting academic libraries in higher education

ACRL's list of trends includes some trends less germane to the community college library environment or fall outside of YC library's responsibilities. Struck-through text represents these trends. Internal trends at Yavapai College encompass some of ACRL's trends and are discussed below.

1. Communicating value
2. ~~Data curation~~
3. Digital preservation
4. Higher education
5. ~~Information Technology~~
6. Mobile environments
7. Patron driven e-book acquisition
8. ~~Scholarly communication~~
9. Staffing
10. User behavior and expectations

Internal Trends

1. Communicating value

The library participates in college-wide initiatives, partners with faculty to improve retention, creates content to increase access, develops services and enhances resources to support student and faculty success. The college's performance management review is one method to measure the accomplishments of the library. An outcomes-based assessment that measures the library's contributions to the college would be an effective way to substantiate its effectiveness and should be developed by 2015.

3. Digital preservation

YC's Archives contain thousands of print and media materials. Digitization is an important process to provide greater access to the archives collection. Several of its collections have been digitized, in particular photographs, slides and student publications. Once materials are digitized, they will be added to the Archives' database to provide online access. Other print materials in the collection (Yavapai College catalogs, class schedules, policies, Governing Board minutes, Faculty Senate minutes, etc.) are now created by the college in digital format only. The library realizes the need to preserve these materials and continues to print the Governing Board minutes and Faculty Senate minutes for preservation. As college policies are revised, the library stores the digital files. The vast digital materials available through YC websites should be captured before content is removed. The need to save digital files and preserve them in perpetuity is a process requiring institutional commitment and library resources.

4. Higher education

Yavapai College's growth in online classes is supported through the library's collection of online resources. E-books, digital databases, government documents, archival materials, online library tutorials and subject guides with selected books, e-books, databases, websites and more support YC courses and student needs. In fiscal year 2012-13 a greater number of e-books will be added to support more courses, an interactive ask-a-librarian service will be implemented and supplementary modules will be developed for InfoBits, the library's self-directed online research skills tutorial series. In addition electronic document delivery service will be evaluated. The library's interlibrary-loan service currently does not provide electronic document delivery to its patrons. Electronic document delivery makes it possible for patrons to access their requested digitized materials. It also enables patrons to track the status of their requests without the aid of library staff.

6. Mobile environments

Yavapai College Library recognizes the rapid growth of mobile devices within YC's community and strives to acquire mobile-supported library resources and content. Some of YC's library resources are specifically designed for mobile devices; others are rudimentary and provide basic features. Both libraries recently acquired mobile devices (tablets) to acquaint library staff with the numerous ways to access library resources and to support its users. The library will continue to evaluate services and resources designed for mobile devices as they are produced.

7. Patron driven e-book acquisition

YLN's subscription to ebrary e-books is shared among all member libraries. Patron driven ebook acquisition is a feature that will be open to the general public. In fiscal year 2013-14, Yavapai College libraries plan to review settings in ebrary to guarantee balanced acquisitions of academic materials versus popular materials (public library focused).

9. Staffing

The Library staff at Yavapai College continually develop new skills to meet the changing environment required to support innovative services, new technologies and budget reductions. Through continuing education, professional development and internally directed staff education, the library staff stays current with developing trends. Existing positions are reinvented and adapted to meet evolving demands on the library staff.

10. User behaviors and expectations

Convenient access to resources anytime/anywhere continue to progress. 24/7 access to information and resources is vital and available today. The library supports YC learners in-person, online and at our campus centers. Convenient access to library staff is much more challenging. The expectations of our users cannot be dismissed. Reduced hours of operation, limited staff and a vast geographic and online environment demands thinking outside the box. The library staff thoughtfully approaches these challenges to do more with less.

YC Library Services to Students and Faculty

The mission of the Yavapai College Library is to support and enhance the academic, professional, cultural and lifelong learning needs of the Yavapai College community. Library resources are designed to offer every Yavapai College student and faculty access to high quality information regardless of location. We strive to provide exceptional service to meet the needs of our community through numerous methods and technologies.

1. The libraries offer YC students, faculty, staff and the public assistance with locating, using and evaluating information available in print and online. Reference services are provided in person, by phone and online. The Ask a Librarian email service supports on-ground and distance learners, faculty, staff and the public. Printed and electronic handouts guide users through the research process. Additional materials are available to address common library questions such as how to locate materials using the Library of Congress call number system. Assistance with citation formatting and related documentation issues is available in person, by phone and online. The library's "Diagnosis Plagiarism" interactive video tutorial offers guidance on how to avoid plagiarism. Many of the library's licensed online resources provide suggested citation formats. In addition, the library's Write and Cite webpage provides substantial information.

2. Library instruction training is available to YC classes, external groups and individuals. Librarians provide active learning and hands-on instruction on library research skills, resources and services and tailor the instruction to class assignments.
   - Faculty request library instruction online, by phone or in person. Library instruction trainings are held in the library when the library is open including evenings and weekends. Librarians provide library instruction training in the classroom whether it is on or off campus using available technologies.
   - Library instructions may address a series of research topics in one session or cover in-depth research topics over a number of sessions. Popular topics include the benefits of article databases over the web, techniques to find and evaluate articles and books, the value of scholarly and peer-reviewed articles, the importance of citing sources and how to evaluate the quality and value of websites.
   - InfoBits is a series of information literacy tutorials created by YC library staff available on the library's webpage for use by students and faculty anytime/anywhere. These tutorials are created from the student's perspective and provide helpful information to navigate the research process and improve research skills. The library encourages faculty to use InfoBits in their classes and through Blackboard; and offers a convenient link on the Library's webpage.
   - Yavapai College values information literacy and reflects its importance in the General Education Core Curriculum. The library fosters information literacy through library instruction, reference services and online tutorials. The library serves as the catalyst for information literacy initiatives among faculty, students and staff through continuing educational opportunities, college forums and special projects.

3. Online databases, e-books and more are available via the library's webpage. Yavapai College users are required to enter their YC username and password to access web-based, licensed library resources. Individuals not affiliated with Yavapai College may use the library's visitor computers to access licensed library resources and other YC licensed products including but not limited to course software.

4. The library's web page organizes access to the library's print, e-books and media collection, online databases and other resources.
   Resources and Services include:
   - the Library Catalog - a searchable, online resource for books, YC library reserve materials, e-books, media and government documents available from YLN libraries
   - the E-books Catalog - a searchable online resource to more than 80,000 YLN full-text titles
   - Subject Guides - selected resources including books, e-books, databases, websites and more for Yavapai College courses and student needs
   - Databases - a list of article resources, e-books, directory and training databases available for browsing
   - Magazines & Newspapers - a searchable database of Yavapai College Library magazines, newspapers and journals available online, in print and microform
   - Reference & Citation Guides
   - Faculty & Staff Services - a collection of library resources, forms, services and guides for YC Faculty

5. The Sirsi/Dynix integrated library system automates library processes including check-out, check-in, renewal of library materials, patron services, acquisitions, cataloging and serials management. Patron

self-service functions include management of an individual's library account, patron initiated hold requests, hold pick-ups and check-out. A library card from any Yavapai Library Network library or a Yavapai College student ID may be used for patron-related services.

6. Course reserves are available in the library at the circulation desks. Faculty may place materials on reserve following the guidelines and forms available on the library's webpage. Faculty may link e-books and other copyright permitted online resources such as database articles through Blackboard.

External Partners

1. Twenty five years ago, the Yavapai Library Network (YLN) was established as a partnership between Yavapai College Libraries and Prescott Public Library to share resources and costs for services. The YLN has grown to 42 multi-type libraries including K-12, academic, public, private and special libraries. In this shared environment, members benefit from economies of scale. Costs are shared for an integrated library automation system, a variety of software, databases and equipment. YLN member libraries provide users with access to more than 1.2 million items including e-books, delivery and pick-up of requested YLN materials to member libraries. Patrons may return YLN materials to any YLN library.

2. The library is a member of OCLC, a nonprofit cooperative computer library service and research organization that shares access to information and resources at a reduced cost. OCLC's WorldCat Resource Sharing (commonly known as interlibrary loan) connects more than 10,000 libraries in 40 countries to share their materials. Through this powerful resource sharing service, YC library users have access to materials not available in the library's catalog. Library users submit requests for materials at the library, by phone and online. Library staff process the requests and materials are delivered to the YC library for pick-up or in-house use. Additionally, the library participates in OCLC's shared cataloging services reducing the amount of original cataloging to a handful of titles each year. As library materials are acquired, YC library staff locate electronic cataloging records through OCLC's cataloging database and add them to the library's integrated library system. This process makes it possible for staff to keep track of materials through the staff modules. Library users access titles through the library's catalog.

3. The Library benefits from memberships in state and national professional organizations such as the Arizona Library Association (AZLA) and the American Library Association (ALA). These organizations foster information sharing on a wide variety of library issues and concerns through conferences, publications, webinars and online resources.

4. The Arizona State Library, Archives and Public Records offers many services to Arizona libraries including grants, continuing education workshops and continuing education scholarships for in state and out of state conferences. Funds granted through this organization made it possible for the library to digitize YC's creative arts magazines and early YC publications (1969-1981) and share these collections through the Arizona Memory Project (Arizona's state-wide digital database).

5. Amigos Library Services is a not-for-profit membership organization serving libraries. Yavapai College Library benefits from its cost effective professional development training and online conferences, vendor discounts including the Credo Reference database and information sharing.

6. In 2002, Yavapai College Library became the first non-California member of the Community College Library Consortium (CCLC), a service of the Community College League of California. CCLC negotiates

substantial price discounts for databases that cover a broad range of disciplines for community colleges. Over the years, YC Library has realized significant discounts through CCLC. As of fiscal year 2012-13, a third of the library's database subscriptions are through CCLC.

Student Services

Overview of Student Services
The mission of Yavapai College Student Services is to provide comprehensive high quality programs, services, and guidance, which contribute to the success of our students and empower them to make informed decisions to facilitate their learning and achieve their academic, personal, and life goals. Guided by the Yavapai College Strategic Initiatives, Student Services has implemented the following guidance goals to promote student success and satisfaction; enhance quality and effectiveness of instruction; and support community development and partnerships.

Goal 1: Build a high-performing Student Services division that contributes to College enrollment and retention goals.

Goal 2: Develop convenient, accessible, responsive, effective, and flexible services for students and other internal and external customers.

Goal 3: Improve the Student Services web presence to ensure students have easy access to information they need; continue to develop online interactive presentations; and improve online support services.

Goal 4: Develop processes and strategies to streamline high school student enrollment in Dual Enrollment, JTED, and concurrent enrollment programs to enhance partnerships with Yavapai County high schools.

Goal 5: Increase student engagement in programs, activities, clubs, and events in order to enhance retention.

Departments

- Academic Advising, Counseling, and Testing Services
- Disability Resources
- Enrollment Services
  - Admissions
  - Registration
  - Transcript Evaluation
  - Student ID Cards
  - Athletic Eligibility
- Financial Aid
  - Veterans' Educational Benefits
  - Student Employment
- Learning Centers
- Office of the Registrar
- Student Life
  - Residence Life and Conference Services
  - Judicial Affairs
  - Student Activities, Clubs, and Events

- TRiO Programs
    - o Educational Talent Search (ETS)
    - o Student Support Services (SSS)
    - o Veterans Upward Bound (VUB)

Academic Advising, Counseling, and Testing Services

Academic Advising

Academic Advisors help students develop educational plans, make decisions about their educational and career goals, adjust to college life, and provide support throughout their enrollment at Yavapai College. Advisors are available by e-mail, telephone, and in-person for all regular business hours at the Prescott and Verde Valley Campuses. Advisors are available for face to face appointments on a limited weekly basis in Prescott Valley and CTEC. Faculty advisors are available to meet with students in CTE areas of Welding, Residential Building, Automotive and Agribusiness/Equine programs at CTEC and Chino Valley Centers. The Director of Academic Advising provides training to faculty advisors at least once a semester. New Student Group Advising sessions are provided for new students during the months of October, January, and April through July. An online version of the information provided at the group advising sessions became functional in May 2012. Workshops provided for students interested in Nursing, Radiology and Allied Health on at least a bi-monthly basis in conjunction with faculty for general program information. University Transfer events are held throughout the year for transfer students with university representatives available to answer questions. YC2NAU and ASU TAG programs have been implemented for seamless transfer to NAU and ASU. The YC website for Academic Advising and Counseling is: http://www.yc.edu/v4content/advising/default.htm.

District Advising Data	July 2011 through June 2012
In-person appointment advising	6002
Drop in advising	4959
Phone advising	4582
E-mail advising	6077
Total Advising Contacts	**21,620**

District Call Center Management Calls	13,270/14311 (92.7% answered)
Front Desk Staff contacts	12,153

Career Services

Career Services offers a wide range of tools and services to assist with career choices, decision making, and job search skills. In the past year, the Career Services Coordinator collaborated with members of the Prescott Chamber of Commerce and the Department of Economic Security (DES) to develop an Annual Job and Career Fair at the Prescott Campus. A variety of career assessments are offered in person and online as well as career and college exploration programs. The Career Services website is found at http://www.yc.edu/v4content/career-services/.

District Career Services Data	July 2011 through June 2012
Career counseling visits	*414*

Personal Counseling

A one quarter time licensed counselor is available to listen, guide and refer students to appropriate resources on campus or in the community. Three free sessions are available to students enrolled in 6 credit hours or more. Many online resources and helplines are available for students, as well as printed brochures, workshops, and special events on topics that may assist college students who face a myriad of issues. The Counseling website is found at http://www.yc.edu/v4content/advising/counseling.htm.

District Personal Counseling Data	*July 2011 through June 2012*
Students met with a one quarter time personal counselor	*83*

Testing Services

The primary mission of Testing Services is to assist students through the preliminary English and math skills assessment process. This assessment provides valuable information for appropriate course placement which will lead to academic success. Testing services also provides other test proctoring services for students to support their classroom success and supplement their coursework toward their degree pursuits. We contribute to the Yavapai College mission through responsible stewardship and the highest use of our material and human resources to meet the ever-changing needs of our students.

Skills Assessment Data		
	2010/2011	2011/2012
Math	*2,659*	*2,369*
Reading	*2,665*	*2,385*
Writing	*2,726*	*2,681*
Total	***8,850***	***7,435***

Makeup and Online/Hybrid Course Test Proctoring	
	July 2011 – June 2012
Summer	*259*
Fall	*1,638*
Spring	*1,479*
Total	***3,376***

Nursing Program Entrance and Exit Testing **July 2011 – June 2012**			
	Entrance	Exit	All
Fall	120	*42*	*162*
Spring	104	*66*	*170*
Total	**224**	***108***	***332***

Certification Testing July 2011 – June 2012	
PearsonVue exams were administered: i.e. Computer technology (CISCO & CompTia Certifications), Emergency Medical technology (NREMT certifications), etc.	235
Automotive Service Excellence (ASE) exams were administered	98

College Level Exam Program (CLEP)		
	2010/2011	2011/2012
Exams Administered	51	99

GED Testing		
	2010/2011	2011/2012
Individuals tested	457	382

Disability Resources

The mission of Disability Resources is to ensure that qualified students with disabilities are provided equal access and reasonable accommodations in all Yavapai College academic programs and activities.

Disability Resources supports disability and accessibility awareness and promotes a welcoming environment to all. The office is committed to abide by Section 504 of the Rehabilitation Act-1973 and the Americans with Disabilities Act. Disability Resources provides services for over 300 students district-wide. Services to disabled students include assistive and adaptive technologies; conversion of written text to electronic text; private room testing, test readers and scribes; note taking; lab assistants; mobility training; and alternative/accessible entrance testing (audio and Braille) and accessible TABE testing for ABE/GED students. Disability Resources also offers training and support to faculty; facilitates communication between students and instructors; and assists instructors in making classes accessible to students with disabilities. The Disability Resource website is found at http://www.yc.edu/v4content/disability-resources/default.htm.

Enrollment Services

The mission of Enrollment Services is to guide students through the initial inquiry about Yavapai College, the application process, class search and registration. Staff members are committed to service excellence in support of the individual student's educational goals and the mission of Yavapai College.

Enrollment Services provides the following services: recruitment, admissions, registration, athletic eligibility, transcript orders and evaluation, degree verification, diploma and certificate production, tuition appeals, faculty support of add/drops and the College ID card system. While many of these processes are behind the scenes, the department's greatest visibility is the service provided on the phone and in person to our students. Online services are constantly evaluated to improve the student experience. Recent changes were made to the password-reset tool to make the process more intuitive for users and will be implemented prior to spring registration. Over the past 6 months document scanning has virtually emptied the Enrollment Services file room and will soon include scanning of all graduation applications. Restructuring and cross-training on the Verde campus allows for greater district-wide Enrollment Services support via the Call Center Management system (CCM). Enrollment Services receives over 21,000 incoming calls via the CCM and also services students via email at admission@yc.edu and registration@yc.edu. Faculty requests for student add/drop, section swaps and reinstatements are received at enrollmentservices@yc.edu and processed through Banner. This email account was established in January, 2012. The One Card system supplies ID cards for both staff and students. Cards are used for door access at some locations and residence halls, flexi-cash and printing. Implementation of the WEPA printing system during fall 2012 increased the demand for ID cards and manual deposits.

Enrollment Services employs two specialists who evaluate official college and military transcripts for transfer credit. Enrollment Services staff also processes online and in-person requests to send Yavapai College transcripts to other institutions. The aviation program has dramatically increased the number of incoming military transcripts for evaluation.

The College has one admissions counselor who primarily focuses on recruiting high school students. Recruitment has increased outreach to prospective students through the use of the Customer Relations Management (CRM) software, Facebook and Twitter and just concluded the 2012 Fall Tour. Student view books were recently redesigned to reach current prospect populations. The creation of a customized e-view book, through which prospective students will be able to request information about specific programs and receive a personalized, online view book designed around their request, is nearing completion.

Enrollment Services Data		
	2010/2011	2011/2012
District Call Center Management Calls	21,835 received-90% answered	22,184 received-90% answered
Admissions@yc.edu responses	2399	2270
Online transcript orders	4,244	4,317
Transcripts evaluated	N/A	2400+
Faculty requests (1/12-6/12)	N/A	2,517
ID cards issued	3251	5651
Diplomas and Certificates conferred	866	859
NJCAA certifications	72	45 (spring rosters not final)

Admissions/Recruitment	
	September 2011 – June 2012 *(no previous data available)*
Campus tours	89
Community events/High School Fairs	91
Fall Tour visits	58
Fall Tour student contacts	4,288
Responses to inquiries	3,129

Financial Aid
The mission of the Financial Aid office at Yavapai College is to educate students and their families regarding the many financial aid opportunities available and to help them make the best choices to fund their education and achieve their academic goals. We are committed to providing consistent, equitable and timely services to the diverse population of students throughout the district.
Financial Aid has decreased processing turnaround time during peak processing times from six weeks to two weeks and the office continues to improve the aid process for students by eliminating unnecessary forms, requirements, and processes as well as automating other processes. The Financial Aid office is virtually paperless, having created fillable PDF forms to submit and an online scholarship application. The office collaborated with the Business office and the Bookstore to create a book advance process that allows students to purchase books at least 2 weeks prior to beginning of semester. In an effort to reduce the student loan default rate, the Financial Aid office partnered with American Student Assistance (ASA) to create an online financial literacy tool for all enrolled, degree seeking students.

	July 2010 – June 2011	*July 2011 – June 2012*
Total Federal Aid paid	$14,280,208.00	$15,100,549.00
Institutional Student Information Reports (ISIR's) received	7709	8059
District Call Center Management Calls	15,926 received 13,257 answered (83%)	14,615 received 13,083 answered (89.5%)
Front Counter Staff Contacts (walk-in traffic)		21,450
Bookstore purchases through Book Advances (previously vouchers)		Total Advances: 3152 Total Dollar amount: $775,066

Veterans Administration Educational Benefit Certifications		
	2010/2011	2011/2012
Fall	285	284
Spring	278	291
Summer	157	181
Total	*720*	*756*

Federal Work Study Student Employees and Earnings		
	2010/2011	2011/2012
Number of students	85	82
Earnings	$127,512.00	$137,337.00

YC Foundation Scholarships Awarded		
	2010/2011	2011/2012
Number of students	81	98
Earnings	$123,117.00	$204,669.00

Learning Centers in Prescott and the Verde Valley
The mission of the Learning Center is to provide individualized attention in a supportive and comfortable learning environment, which nurtures academic independence and success for all students.

The Prescott & Verde Learning Centers log over 16,000 student visits per year for a total of over 36,000 hours. Students use the Learning Centers for tutoring, individual and small group study, computer work stations, disability resources, and TRiO program services. We also welcome students who are dual-enrolled in high school, as well as students attending ABE/GED, NAU and ODU. Visit the Learning Centers web site at http://www.yc.edu/v4content/learning-center/ for more details on services, hours of operation, contact information, etc.

Overview of services provided by the Learning Centers:
- Free drop-in tutoring
- Well-qualified tutors certified through College Reading and Learning Association (CRLA)
- Individual and group study areas available by reservation

- "Tutoring on the Go"
- Online Services: Online writing tutoring with a turn-around time of 48 hours or less;
- Ask-A-Tutor e-mail tutoring service with 24 hour turn-around
- Skype real time video tutoring at the Verde campus
- Outreach to faculty
- In-class presentations
- Workshops and special events for students
- Facebook social networking web site
- Library of reference and text books
- Quick Fix Study Tips

Usage for Academic Year 2011/2012

	FALL 2011			SPRING 2012		
	# Students	# Visits	# Hours	# Students	# Visits	# Hours
Prescott Learning Center	775	5810	13064	718	6078	14,331
Verde Learning Center	265	2469	4902	243	1964	3823
TOTAL	**1040**	**8279**	**17966**	**961**	**8042**	**18,154**

Usage profile:

By Subject area (Highest demand subjects)			By Service			
	# Students	# Visits	# Hours		# Students	# Visits	# Hours
Mathematics	782	6057	14,253	**Tutoring**	820	5694	13,858
English	450	2193	4892	**Individual Study**	576	4017	7852
Biology	299	1577	2977	**Computer Lab**	546	3675	7136
Nursing	164	834	1602	**TRiO programs**	303	1459	3590
Chemistry	86	660	1307	**Group Tutoring**	151	578	1384
Psychology	147	472	937	**Disability Resources**	148	366	1091
Computers	91	330	799	**Study Group**	149	395	822
History	60	317	650	**NAU Study**	6	79	189
Accounting	65	209	513	**ABE/GED**	15	33	172
Sociology	72	217	467	**HS Dual Enrollment**	5	14	17
				ODU Study	4	5	9

Office of the Registrar

The mission of the Yavapai College Office of the Registrar is to support student success by maintaining the consistency and integrity of all student academic records and by managing and improving the functionality of the electronic student information system (INB) and online services (SSB) as technology and best practices evolve.

Since November of 2011, the Office of the Registrar is a one-person department currently responsible for the following areas in addition to the paragraphs below: Primary Designated School Official for SEVIS; Credit for Prior Learning evaluations and posting; responding to subpoenas for student records; Academic Renewal approval and posting; grade changes; permanent records management; and research of best practices and potential impacts for Yavapai College.

Working closely with ITS as needed, the Registrar trouble shoots problems and suggests improvements to the student information system functionality (INB and SSB) continuously as technology and best practices evolve, within the framework of Yavapai College policy and state/federal laws and regulations. The Registrar approves and manages all access to the student module and acts as the "bridge of understanding" between the users and the system.

Through participation on the Standards and Curriculum Committees, the Registrar provides input (historical perspective and best practices) on policies that affect students and academic records. The Registrar is responsible for providing clear communication to students, faculty and staff on important policy updates and changes and is also responsible for interpreting/enforcing applicable Arizona Revised Statutes and federal regulations, updating informational materials and training documents as needed.

The Registrar provides effective term management for recruitment, admissions & registration; semester-specific data management for effective add/drop/refund processes; term structure for accurate class scheduling in collaboration with Instructional Deans; system support for all Enrollment Services processes; final grading collection with faculty; timely end of term processing of final grades, GPA calculation, academic standing and other academic records resolutions; and communicates with students and other departments in Student Services regarding semester timelines.

Full-time student enrollment numbers are compiled by the Registrar and provided to the Arizona State Auditor General's Office each semester as a basis for our state funding. The Registrar responds to the annual audit of the enrollment numbers, student data, and Yavapai College policies. Timely and accurate enrollment and degree file submissions to the National Student Clearinghouse by the Registrar allow current, accurate transcripts and degree/enrollment verifications for our constituents. Annually, the Registrar collaborates with IR and the Instructional Support Office to update the WUE (Western Undergraduate Exchange) website information and Fall semester enrollment numbers.

The Registrar provides the following training to faculty and staff: to faculty on enrollment and grading policies and procedures; FERPA training to faculty and staff to support records confidentiality; system training to academic support staff in the class scheduling processes; and to student support staff in system options and functionality (both INB and SSB).

Office of the Registrar

	2011 Spring	2011 SU	2011 Fall	2012 Spring	2012 SU	2012 Fall
Academic Renewal	N/A	N/A	13 annual	N/A	N/A	6 annual to date
Cancelled Classes	107	20	83	105	21	78 (as of 11/2012)
Credit for Prior Learning	N/A	2.5	371.5	278.5	89	302 (as of 11/2012)
Faculty Support	441	164	395	421	154	388
Final Grades	12,351	3,222	17,207	16,662	3,532	IP…
FTSE*	3,602	**4,205**	3,378	3,447	**3,974**	3,440
Grade Changes (manual)	N/A	N/A	131	91	52	
Sections Support	1,287	269	1,153	1,212	254	1,172
Subpoenas	N/A	N/A	9 annual	N/A	N/A	10 annual to date

*Summer FTSE equals an annual FTSE total

Student Life
The mission of Student Life is to support the ongoing development of all students through diverse out-of-class opportunities. Student Life complements academic programs by providing students the opportunity to engage in social, cultural, educational, self-help, recreational, leadership and governance programs.

The Student Life department has primary responsibility for district student activities, clubs and special events that enhance the quality of student life, promote student development, and student engagement with the College. The director provides leadership and direction for a comprehensive residential life program and ensures that the college is providing housing that is safe and conducive to living and learning. All Student Code of Conduct and non-academic appeals are adjudicated by the Director of Student Life. The Director works closely with Student Services staff and Instructional Deans and faculty to develop, organize, and implement strategies and activities that involve student recruitment, enrollment management and retention. Researching best practices around a new student orientation program and chairing a committee to assess the benefits of such a plan to Yavapai College are first year goals of the Director of Student Life.

Residence Life
The mission of Residence Life is to provide comfortable, safe, and affordable housing opportunities in an academically supportive environment.

During the summer and fall semester 2013, Residence Life will be undertaking a major renovation process to two of the residence halls to enhance the living and learning environment for current and future residents. ADA compliance, life safety issues, community event spaces, as well as many upgrades to student rooms and technology will be addressed. Through this process we anticipate an increased demand for on campus housing as we modernized our facilities to provide convenient and safe living opportunities for Yavapai College students.

The purpose of Judicial Affairs is to uphold the Student Code of Conduct in order to provide a safe and academically supportive environment for the college community. During the 2011/2012 year, 143 cases were adjudicated, 133 in Residence Life and 10 outside of Residence Life. Residence Life implemented Advocate, an on-line database and conduct system that allows the college to remain consistent in adjudication and to maintain historical records. The Advocate system tracks cases for the CARE team which assists students in crisis. Since launching the use of Advocate, we have processed 143 incidents using the system.

Federal TRiO Grant Programs at Yavapai College

Federally funded TRiO Programs are predicated on removing barriers while promoting college achievement among socio-economically disadvantaged student populations. Yavapai College (YC) is the fortunate recipient of three programs including Educational Talent Search, Student Support Services and Veterans Upward Bound.

Each program has specific objectives established by federal regulations along with specific quotas and outcomes stated within each approved grant proposal. To participate in the program, students must meet eligibility criteria centered principally on low income, first generation, veteran status, and disability. Additional program-specific eligibility criteria apply as well.

Federal TRiO programs at YC provide an array of free personalized services to over 1,100 participants annually and are designed to assist them in academic achievement and persistence toward completing a postsecondary education.

Educational Talent Search Program (ETS-TriO) serves over 681 middle and high school students at 10 target schools in Yavapai County. The program is designed to help students complete high school and enter college by providing weekly or monthly college preparatory sessions. Services provided on location during school hours include tutoring, development in study skills and financial literacy, guidance in choosing career and postsecondary education programs, and assistance with financial aid, scholarship, and college admission applications in addition to SAT and ACT test preparation and field trips for exposure to career fields, experiential learning, and educational institutions.

Educational Talent Search		
Mission: To mentor, teach, and help students prepare for college.		
2010-2011 Grant Objectives		**2010-2011 APR (most recent data)**
Number Funded to Serve	700	708
Secondary School Promotion	95%	99.8%
Secondary School Graduation	90%	97.7%
Application for Student Financial Aid	85%	93.2%
Application for Postsecondary Admission	95%	96.2%
Enrollment in Postsecondary Education	70%	68.2%

Student Support Services Program (SSS-TriO) is designed to maximize student retention and success toward degree or certificate completion and transfer to a four-year university. Services include individualized tutoring, mentoring, extended advising in addition to assistance with financial aid and scholarship applications, transfer and university admissions, career selection, and leadership and cultural enrichment activities. Over 300 currently enrolled students are served annually.

Student Support Services		
Mission: To provide services that support students toward successful attainment of their academic goals at YC.		
2010-2011 Grant Objectives		**2010-2011 APR (most recent data)**
Number Funded to Serve	300	317
Persistence Rate	65%	74.8%
Good Academic Standing Rate	90%	94.0%
Graduation Rate	35%	25.7%
Transfer Rate	20%	12.8%

Veteran Upward Bound Program (VUB-TRiO) services focus on motivating and assisting eligible veterans in the development of academic and other pre-requisite college skills necessary for acceptance and success in a program of postsecondary education. Over 120 veterans are served each year.

Veterans Upward Bound		
Mission: To prepare eligible college bound veterans for successful enrollment and completion of postsecondary education.		
2010-2011 Grant Objectives		**2010-2011 APR (most recent data)**
Number Funded to Serve	120	121
Academic Improvement	50%	56.0%
Program Completion	40%	66.0%
Postsecondary Enrollment	33%	53.0%
Postsecondary Persistence	40%	80.0%

Capital Equipment Needs
In order to support strategic enrollment management goals, Student Services and Instructional Technology Services are collaborating to research and recommend a customer relations management (CRM) system, costs to be determined.

Physical Resources/Facility Needs
The plans for renovating two residence halls, Kachina and Marapai, are well underway. The demolition of Supai Hall is potentially scheduled for 2014. Assessment of a need for apartment living in a third building has been discussed.

Student Services is out of physical space on the Prescott campus for individual offices as well as space for specific service areas, such as a **Student Cente**r or Student Life Office area, **Veterans Center** or Veterans Office area, and **Transfer Center** or office area. As the physical plant master plan is developed, one task force/committee might research best practices around Student Centers, Veterans Centers, and Transfer Centers.

The Prescott Learning Center continues to collect data related to use and space for tutoring and the Prescott Testing Center space needs may increase depending on online/hybrid course testing requirements.

Technology Needs
- CRM system as mentioned in #2
- Banner upgrades that would enhance the College's ability to better serve students
- Support for development of online presentations and websites
- Possibly an academic early alert system, if the concept is supported by faculty

Staffing Needs
- High school students concurrently enrolled at Yavapai College, whether in Dual Enrollment classes, JTED classes or taking classes on campus at a YC site, need additional assistance from Student Services staff members to enhance their success, prepare for continued enrollment at YC, or transfer to another institution. Currently, an academic advisor is working .75 time to assist with DE students. Our one admissions counselor is able to work with the county high schools in the spring semester, but is involved in the Arizona High School Fall Tour during fall semester (we can reassess the efficacy of this tour). These individuals and their supervisors and I have met and **we recommend that the College support another full-time staff member for high school advising and admissions counseling**.
- The customer relations management system (CRM) will be used to communicate with prospective students, students who have applied and have not registered, and continuing students who need reminders about specific topics in order to help them matriculate. We recommend that the College support one **full-time person to handle the technical and mailing processes of the CRM system.**
- Student engagement is a College priority, yet we have one person to coordinate district wide activities, clubs, events and special programs as well as research best practices around engagement and new student success programs. Even without a Student Center, **I recommend hiring a recent college grad (masters in student services) to assist with veterans services and district-wide activities, clubs, events, and programs**.
- The academic advising assessment/evaluation committee that will meet this year may have recommendations around advising that will require **additional advisors**.
- A College prioritization on career/employment readiness may require **additional career "coaches".**
- Currently, the College switchboard at the Prescott Campus is operated by two 29-hour front desk receptionists in the Prescott Learning Center from 8:00 am to 8:00 pm. A College commitment to providing information to community members and others via the switchboard operator would require hiring **a full-time switchboard operator.** The Prescott Learning Center could continue to answer switchboard calls after 5:00 pm.

Professional Development Needs

Each Student Services' functional area sends staff members to work-related professional development conferences/workshops and utilizes online webinars. Great ideas come back to the College with those individuals and then we have little time to discuss and develop the ideas that may work for us and our students. Student Services need to commit to dissemination and evaluation of the richest ideas.

- Specific needs:
    - support for participation in "First Year Experience" conferences
    - support for travel to institutions who excel in areas we are interested in improving

Partnerships

Student Services staff have ongoing relationships with

- County high schools, including public, private, and charter schools
- Arizona public universities and private institutions

Projections and Plans for the Future

Student Services will continue to support the mission and goals of Yavapai College.