



YAVAPAI COLLEGE

# **FUTURE FOCUSED. COMMUNITY INSPIRED.**

**STRATEGIC PLAN 2026-2028**

PRESENTED BY  
YAVAPAI COLLEGE

UPDATED January 2025

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# INTRODUCTION

We are pleased to share the mid-year update of Yavapai College's Strategic Plan. This report reflects the 2024-2025 work and research of the College's Strategic Planning Committee. As a reminder, YC operates under a rolling strategic planning process, allowing the College to be flexible and responsive to the dynamic local, national, and global environment in which higher education finds itself.

The plan reflects an updated focus on the College's mission, vision, and continuing commitment to providing our communities with educational, economic, and cultural opportunities. In creating this document, we have used an evidence-based approach with extensive internal and external research and stakeholder feedback to inform our strategic goals and initiatives.

*This document includes strategic priorities for 2025-2026, updates to the FY25 priorities, and updates on the College's Key Performance Indicators (KPI).*



# Mission, Vision, Values

Yavapai College is excited to introduce its updated Mission, Vision, and Values statements. These refreshed guiding principles reflect our campus community's collective insights and aspirations. The new statements developed through a comprehensive stakeholder survey and in-depth research by the Strategic Planning Committee, captured feedback from faculty, staff, and students. They emphasize our shared commitment to academic excellence, innovation, and inclusivity and provide a clear roadmap for the future.

These updates represent a significant step forward in aligning our goals with the evolving needs of the learners and communities we serve.

## MISSION

Yavapai College transforms lives and strengthens the local economy through education.

## VISION

Yavapai College ensures our community is a premier place to learn, work, and live.

## VALUES

### Excellence

- We foster positive relationships and accountability, anticipate and address stakeholders' needs, and create a supportive learning environment.

### Innovation

- We encourage creativity, critical thinking, and the pursuit of new ideas and solutions.

### Continuous Learning

- We promote continuous learning and intellectual curiosity through formal education and beyond.

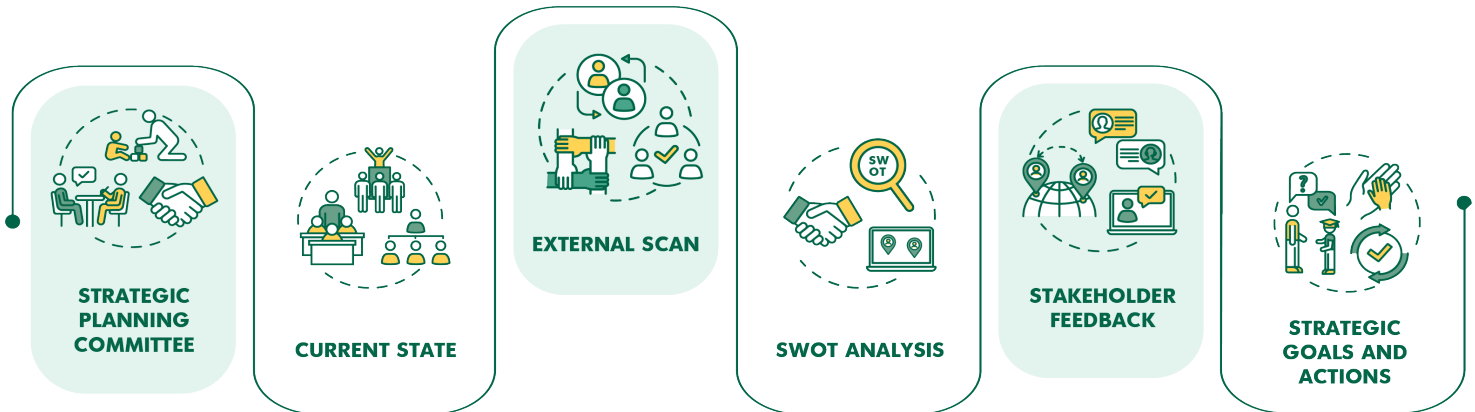
### Belonging

- We treat others with dignity and consideration, fostering a supportive and collegial environment.





# PLANNING PROCESS



Every year, the Strategic Planning Committee (SPC) reviews a variety of internal and external data to inform the SPC on how the Strategic Plan needs to be updated.

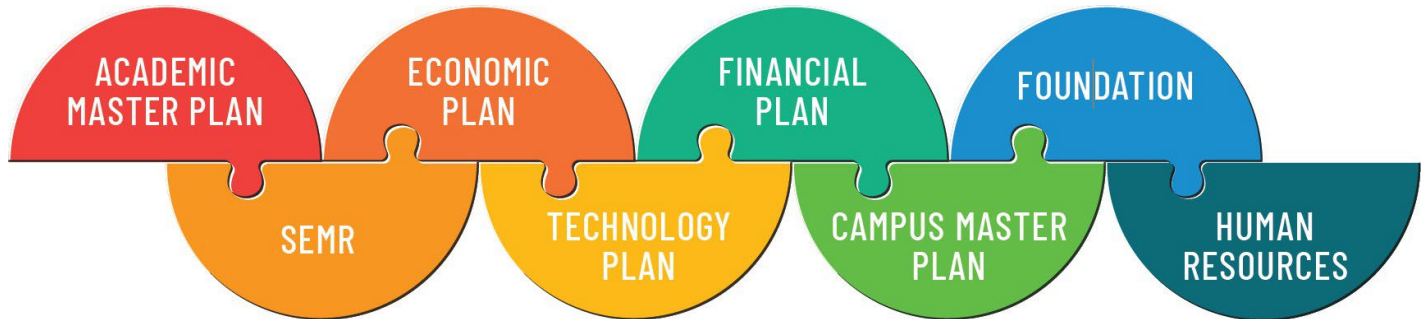
Internal information includes performance metrics, planning documents, and survey results.

External data include dozens of articles, videos, podcasts, conferences, etc.

Using all of this information, the SPC recommends updates to the Strategic Goals and Initiatives.



# PLANNING ALIGNMENT



YC has several cross-functional teams that conduct planning for major college processes including:

**Academic Master Plan:** Identify the portfolio of programs that helps students gain living wage jobs and/or successfully transfer credits to other institutions.

**Strategic Enrollment Management & Retention:** Maximize enrollment and develop innovative, institutional programs and services to recruit, retain and support students throughout their education and career.

**Economic Development:** Foster growth through small business support, custom training, and connecting businesses to potential employees.

**Technology:** Ensure we have technology that enables YC employees to remain productive and students to learn skills sought after by employers.

**Financial:** The Budget ensures resources are aligned with YC Priorities.

**Campus Master Plan:** Identify renovations and new facilities needed to support academic programs and other Strategic Goals.

**Human Resources:** Strategies to ensure YC is the employer of choice.

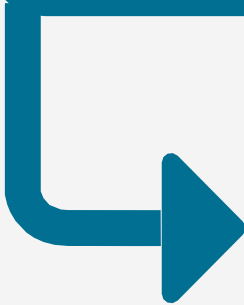
**Foundation:** Develop resources and community awareness to advance YC's Strategic Goals.

Representatives from each of these teams form the core of the Strategic Planning Committee. One of the annual charges to the SPC is to ensure the multiple college planning teams are in alignment with each other and with the overall Strategic Plan.

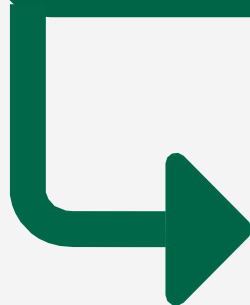
# PLANNING TERMINOLOGY



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



Initiatives define how the College will address and realize it's strategic goals.



Actions identify the Objectives and Key Results. They identify the steps to be taken each year to operationalize how Initiatives will be completed, including who is responsible, required support, target dates, and budget implications.

# STRATEGIC GOALS



## **BELONGING**

The Belonging Goal underscores the critical importance of meeting students' basic need as a foundation for fostering community and inclusivity within the college learning environment. By ensuring that these fundamental needs are met, the initiative creates a welcoming and inclusive atmosphere where students can truly feel a strong sense of belonging. This focus extends to developing and supporting a culture where all employees, including faculty and staff, feel appreciated, engaged, inspired, and supported by their colleagues and the institution. The initiative also offers equitable professional development opportunities for faculty and staff to effectively enhance their abilities to meet student needs. Ultimately, the Belonging Goal is dedicated to building a supportive and inclusive environment that prioritizes the well-being and success of every community member.



## **LIVING WAGE**

The Living Wage Goal aims to address the challenges of the changing economic landscape, emphasizing creating pathways to secure living-wage jobs. This initiative emphasizes aligning curriculum and programs to impart skills needed in a new economy characterized by growing artificial intelligence and automation. To achieve this goal, the initiative proposes creating credit and non-credit options that provide comprehensive training support to job seekers. Finally, the initiative emphasizes developing Baccalaureate Degrees to provide students with the knowledge and skills to thrive in high-paying professions. Overall, the Living Wage Goal seeks to give students and the workforce the education and training necessary to secure living-wage jobs in a rapidly evolving economic landscape.





## ADULT LEARNERS

The Adult Learners Goal aims to expand enrollment opportunities for non-traditional age learners, particularly those who have some college education but no degree. This goal recognizes the importance of providing educational opportunities for those who may have previously encountered barriers to higher education. Additionally, the goal seeks to increase Hispanic learner enrollment and educational attainment levels, recognizing the importance of equity and inclusion in higher education. YC's new strategic initiative to move to 8-week courses and programs should help in attracting adult learners who desire and appreciate the accelerated pace and flexibility. Overall, the Adult Learners Goal seeks to expand access to higher education and lifelong learning opportunities for a diverse group of learners, with a particular focus on those who may have previously faced barriers to educational attainment.



## DELIVERY

The Delivery Goal aims to enhance the delivery of educational programs and increase student success by adopting best-in-class pedagogy and processes. Related Initiatives include increasing online enrollment by offering courses that utilize effective online teaching methods, providing students with a flexible and convenient learning experience. Additionally, this goal seeks to improve students' ability to complete programs more quickly by offering multiple start dates and fast-track pathways. Another Initiative proposes expanding the use of Open Educational Resources (OER), which can reduce the cost of textbooks and other learning materials for students. Finally, this goal aims to improve credit for prior learning systems, recognizing the value of life experiences and non-traditional learning opportunities. Overall, the Delivery Goal seeks to provide students with high-quality educational programs delivered in a manner that supports their success and promotes equitable access to higher education.

# FY2026

## STRATEGIC INITIATIVES

From August 2024 through November 2024, the Strategic Planning Committee held 9 meetings encompassing 20 plus hours of strategic work. The SPC read more than 30 articles and research reports and hosted one full-day planning retreat. The committee's research and work informed the updated FY26 strategic priorities.

FY26 Strategic Initiatives	Belonging	Living Wage	Adult Learners	Delivery
1. Expand Health Science Programs		X		
2. Integrate Non-Credit & Credit Pathways			X	X
3. Expand workforce training, including Baccalaureate degrees		X	X	X
4. Implement ERP upgrade	X			
5. Integrate Artificial Intelligence and Virtual Reality into programs				X
6. Expand OER, Low Cost and No Cost Resources				X
7. Implement best practices for online courses				X
8. Expand Early College Opportunities	X			X
9. Enhance basic student needs support	X			
10. Prison Education Program	X		X	
11. Academic Program Prioritization				X
12. 8-Week Courses/Programs			X	X

During FY26, the college will continue to focus on 10 ongoing priorities and add two new priorities: Academic Program Prioritization and 8-week Courses/ Programs.

Please note that the Expand Opportunities for Prior Credit initiative has been combined with the Co-award Non-Credit and Credit initiative to form the Integrate Non-Credit & Credit Pathway Initiative. This combined initiative will include multiple Actions, including participation in the Arizona Collaborative for Learning Mobility, Credit for Prior Learning, Micro-Credentials, and Customized Training.

# NEED MORE INFORMATION?

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