YAVAPAI COLLEGE

FUTURE FOCUSED.
COMMUNITY INSPIRED

STRATEGIC PLAN 2025-2027

PRESENTED BY

YAVAPAI COLLEGE

UPDATED 4/8/2024

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INTRODUCTION

We are pleased to share the mid-year update of Yavapai College's Strategic Plan. This report reflects the 2023-2024 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 2025-2027, updates to the FY24 priorities, and updates on the College's Key Performance Indicators (KPI).

OUR MISSION

MISSION

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

VISION

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

VALUES

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

Caring
- We actively listen and provide support to students and colleagues.
- We connect with others, respecting human dignity and responding with compassion.
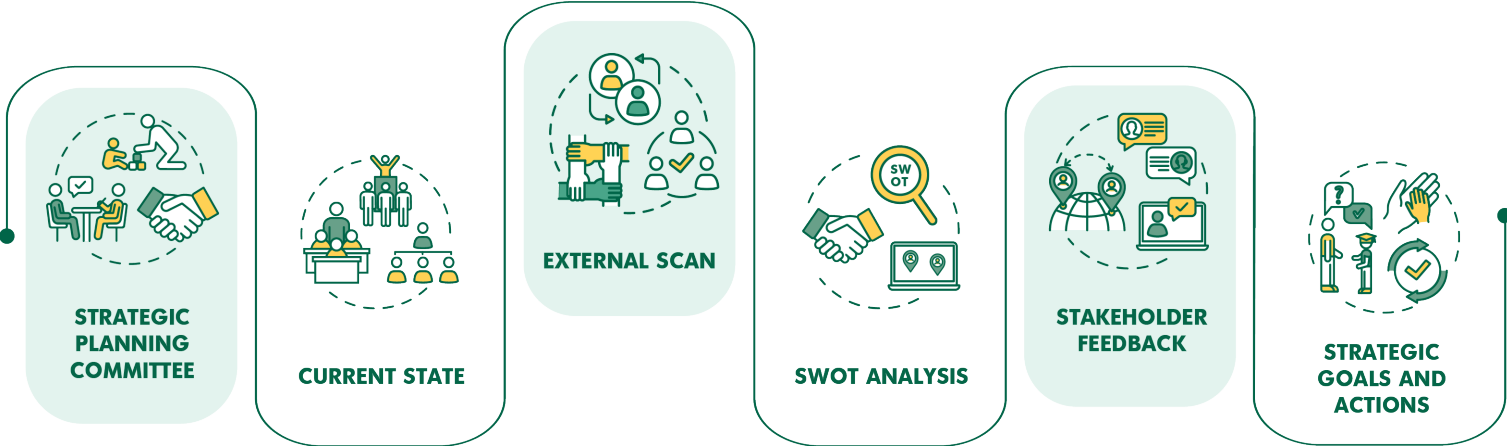
Equity
- We are committed to cultivating a diverse, inclusive, and equitable environment aimed at supporting and educating our students, staff, faculty, administration, and community partners regardless of individual backgrounds, identities, and differences- es.
- We are committed to dismantling structural barriers to equity by investing in policies, practices, and behaviors that work to support all students, staff, faculty, administration, and community partners to continually assess and adjust our behavior to be more equitable, fair, and just.
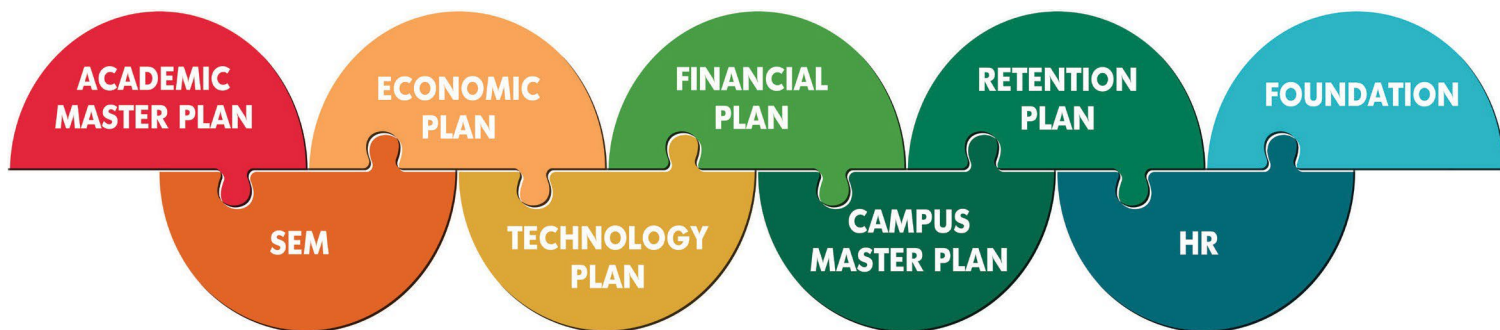
Integrity
- We are accountable to our students, community, ourselves, and our local taxpayers.
- We demonstrate collaboration and respect in all interactions.

PLANNING PROCESS

STRATEGIC PLANNING COMMITTEE

CURRENT STATE

EXTERNAL SCAN

SWOT ANALYSIS

STAKEHOLDER FEEDBACK

STRATEGIC GOALS AND ACTIONS

PLANNING ALIGNMENT

ACADEMIC MASTER PLAN

ECONOMIC PLAN

FINANCIAL PLAN

RETENTION PLAN

FOUNDATION

SEM

TECHNOLOGY PLAN

CAMPUS MASTER PLAN
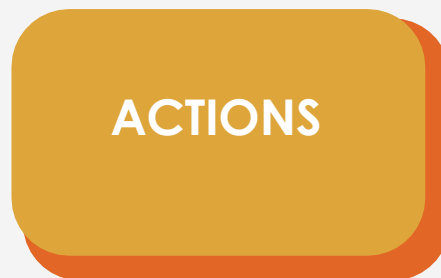
HR

STRATEGIC PLAN

PLANNING TERMINOLOGY

GOALS

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

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

ACTIONS

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

STRATEGIC GOALS

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

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

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

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

STRATEGIC INITIATIVES

BELONGING

The Belonging strategic initiative 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 strategic initiative 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 strategic initiative 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 a one-stop-shop for workforce training that can provide comprehensive 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 strategic initiative seeks to give students and the workforce the education and training necessary to secure living-wage jobs in a rapidly evolving economy landscape.

ADULT LEARNERS

The Adult Learners strategic initiative aims to expand enrollment opportunities for non-traditional age learners, particularly those who have some college education but no degree. This initiative recognizes the importance of providing educational opportunities for those who may have previously encountered barriers to higher education. Additionally, the initiative seeks to increase Hispanic learner enrollment and educational attainment levels, recognizing the importance of equity and inclusion in higher education. Another goal of the Adult Learners strategic initiative is to become a leader in adult lifelong learning, offering financially self-sustaining courses and programs that cater to the unique needs of adult learners. Overall, the Adult Learners strategic initiative 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 strategic initiative aims to enhance the delivery of educational programs and increase student success by adopting best-in-class pedagogy and processes. The initiative proposes increasing online enrollment by offering courses that utilize effective online teaching methods, providing students with a flexible and convenient learning experience. Additionally, the initiative seeks to improve students' ability to complete programs more quickly by offering multiple start dates and fast-track pathways. The initiative also proposes expanding the use of Open Educational Resources (OER), which can reduce the cost of textbooks and other learning materials for students. Finally, the initiative aims to improve credit for prior learning systems, recognizing the value of life experiences and non-traditional learning opportunities. Overall, the Delivery strategic initiative seeks to provide students with high-quality educational programs delivered in a manner that supports their success and promotes equitable access to higher education.

FY2025 STRATEGIC PRIORITIES

From August 2023 through March 2024, the Strategic Planning Committee held 12 meetings, read more than 40 articles and research reports, and hosted two full-day planning retreats. The committee's research and work informed the updated FY25 strategic priorities.

FY25 Strategic Priorities	Belonging	Living Wage	Adult Learners	Delivery
Expand Health Science Programs		X		
Co-award non-credit and credit			X	X
Improve Credit for Prior Learning options			X	
Expand workforce training		X	X	
Implement ERP upgrade	X			
Integrate Artificial Intelligence and Virtual Reality into programs				X
Expand OER, Low Cost and No Cost Resources				X
Implement best practices for online courses				X
Expand Early College Opportunities	X			X
Enhance basic student needs support	X			
Prison Education Program	X		X	

During FY24, the Strategic Planning Committee changed the status of 4 Strategic Initiatives to Completed. In FY25, the college will continue to work on the remaining Strategic Initiatives and has added two new priorities: enhancing primary student needs support and a prison education program.

Evidence informing the two new strategic priorities.

ENHANCE BASIC STUDENTS NEEDS SUPPORT

- 2023 Hope Study Findings
    - 50% of YC students reported housing insecurity.
    - 20% of YC students had experienced homelessness in the past 12 months.
- Lack of affordable and attainable housing in Yavapai County
    - National Association of Home Builders/Well Fargo Housing Opportunity Index (HOI) Measures at an all-time low. In all, just 22.1% of all variable hommes sold were affor- to families earning the County median income.
    - Housing costs in Yavapai County are 39% higher than the national average (Council for Community and Economic Research).

PRISON EDUCATION PROGRAM

- As part of the Consolidated Appropriations Act, Congress officially lifted the ban on Pell Grants for incarcerated students, reinstating their eligibility beginning July 2023.
- Studies have shown an inverse relationship between a released prisoner's level of education and recidivism. Giving prisoners access to education increases their ability to earn living wage jobs and lowers the likelihood they will return to prison.
- Arizona Department of Corrections expressed interest in YC's B.S. in Business Degree and YC will be assigned 3 state prisons to service.

OBJECTIVES AND KEY RESULTS (OKRs)

Also new with this year's planning will be the addition of Objectives and Key Results (OKRs) for each Strategic Initiative. The OKR Framework defines the stepping stones leading to the accomplishment of a Strategic Initiative. An objective defines what we want to accomplish, while Key Results define how we will measure progress. By their nature, Strategic Plans can be somewhat broad and subject to multiple interpretations. OKR's will help YC teams to reach a common understanding of what needs to be done, by whom and when.

The Objective and Key Results are anticipated to be in place by the end of April 2024.

MEASURING PROGRESS

This section of the report provides an overview of where the college is in achieving its strategic planning goals. The tale below provides an overview of where the YC is. For a more detailed view, please visit https://www.yc.edu/v6/strategic-planning/ and click on Key Performance Indicators at the top of the site.

Strategic Goals	Key Performance Indicator (KPI)	Current Status
Belonging	Students are made to feel welcome at YC.	🟢
	Overall employee satisfaction/belonging.	🟢
Living Wage	>=90% of applied degree programs lead to living wage occupations.	🟢
	>=90% of =<1 year certificates lead to a positive return on investment.	🟢
	Increase REDC non-credit workforce revenues $250k per year.	🟢
	Improve transfer alignment with the AZ public universities.	⚫
Adult Learners	Increased enrollment students age 25 to 59.	🔴
	Increased retention of students age 25 to 59.	🟢
	Increase Hispanic enrollment.	🟡
	Decrease Community Education subsidy by 50% within 5 years.	🟢
Delivery	Improve course success rates in Online and Weblive.	🟡
	Expand Open Educational Resources (OER) 10% per year.	🟢
Student Outcomes	First-Year Retention Rate – Full-Time	🟡
	First-Year Retention Rate – Part-Time	🔴
	Three-Year Graduation/Transfer Rate.	🟡
	Minority Three-Year Graduation/Transfer Rate.	🟢

Green = Met; Yellow = On Track; Red = Off Track; Black = Voided

FY2024 PLANNING UPDATES

FY24 Key Strategic Priorities	Status	Notes
Expand Health Science Programs	Keep	Continue to plan and develop new in-demand, high-wage health science degree and certificate programs.
Develop Nursing Baccalaureate Degree for FY24 launch	Completed	Degree launched spring 2024.
Co-award non-credit and credit	Keep	Workforce and Innovation to develop non-credit workforce training that can roll up into certificate and degree programs if a student desires.
Improve Credit for Prior Learning options	Keep	Exploring efforts to expand credit for prior learning options, and researching HLC guidelines.
Delineation of roles and responsibilities in workforce offerings	Completed	Creation of Workforce and Innovation division addresses the roles and responsibilities of workforce offerings.
Expand non-credit Workforce Training	Keep	The new Workforce and Innovation division will prioritize expansion of non-credit workforce training.
Grow competency-based courses	Void/Remove	YC will continue to monitor competency-based delivery; however, research and accreditation requirements led to the decision to void and remove this priority.
Prepare for ERP upgrade through college review process	Completed	College has completed the RFP process and will decide between the two vendor finalists by May 2024.
Integrate Artificial Intelligence and Virtual Reality into programs	Keep	YC will continue to plan and integrate AI and VR into college programs as appropriate.
Launch semester-or-less training programs leading to a living wage.	Moving	This priority was deemed to be one of the sub strategies under the Expand Workforce Training priority.
Expand Open Educational Resources	Keep	Renaming to OER/Low Cost/No Cost. OER/Low Cost/No Cost is now at 48%.
Implement best practices for online courses	Keep	Expanding Online Course Review training for faculty.
Early College Academy	Move	Early College Academy should be a sub strategy under Expand Early College Opportunities.
Better Utilize Early Alert	Completed	This priority has become institutionalized through the Strategic Enrollment Management committee.

NEED MORE INFORMATION?

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Yavapai
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