



*Be More*

# STRATEGIC PLAN UPDATE 2026-2028

Report to the District Governing Board

January 28, 2025

# Guidance on Planning

## Higher Learning Commission Criterion 5.

- Institutional Effectiveness, Resources and Planning
  - The institution's resources, structures, processes and planning are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.
  - 5.A. Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.

## DGB Policy 101

- The President shall establish the institutional goals, operations, and accountability measures that the College will achieve to meet the goals for student success.

## DGB Policy 206

- The President shall not operate without a documented, multi-year strategy that can reasonably be expected to achieve Board priorities.

**YAVAPAI COLLEGE DISTRICT GOVERNING BOARD  
RESOLUTION DIRECTING THE PRESIDENT TO ADOPT A PARTICIPATORY  
GOVERNANCE MODEL**

***RESOLUTION 2021-07***

**RECITALS:**

WHEREAS, the District Governing Board is the legally constituted and final authority for the operation of Yavapai County Community College District, including any policies that govern the College;

WHEREAS, the Governing Board's responsibility includes 1) governing the College as a whole, and 2) delegating authority to the President to perform and oversee the daily operations and administrative functions of the College;

WHEREAS, the Governing Board believes that an effective participatory governance model is necessary and vital to the operations of the College, so that decisions of the Board and President are fully informed;

WHEREAS, the Governing Board believes that an effective participatory governance model is achieved in a College atmosphere emphasizing collaboration, civility, transparency and respect;

WHEREAS, the Governing Board believes that an effective participatory governance model involves all College groups -- regular and adjunct faculty, exempt and nonexempt regular and part-time staff, administrators and students -- together discussing collegewide issues and providing input to the President;

WHEREAS, the College is required to comply with A.R.S. § 15-1444(A)(7);

WHEREAS, the College's accrediting body, the Higher Learning Commission, requires the College administration to engage all of its internal constituencies through a collaborative shared governance model;

WHEREAS, a collaborative, participatory governance model is necessary to inform appropriate implementation of the Board-approved College Strategic Plan and its defined priorities; and

WHEREAS, a College Council model of input for decision-making has been successfully implemented at other community colleges and has been recommended by a College consultant.

**ENACTMENTS:**

NOW THEREFORE BE IT RESOLVED that the Yavapai County Community College District Governing Board delegates to the President the authority and responsibility for implementing an All-College Council, which shall be based on the following principles:

1. For the College, participatory governance is defined as an interactive communication and information-sharing model involving *all* college groups,

including faculty, students, and staff. The President shall be authorized to determine the appropriate make-up of the Council.

2. Ongoing communication and input into decision-making shall be the driving purpose of the governance model, with a focus on the College's mission and student success.
3. The All-College Council shall advise the President on matters determined by the President to be of college-wide importance and not directly and/or substantially related to wages, salaries and working condition. After taking into account all input received from the All-College Council, the President shall have the final decision-making authority, subject only to direction from the Governing Board.
4. The All-College Council shall be evaluated by the President each year to determine whether it has met the goals adopted by the Governing Board in this Resolution and whether it should be modified to better effectuate those goals. The President shall inform the Governing Board of the results of the evaluation at the end of 12 months of the Council's formation and yearly thereafter.

NOW, BE IT ALSO RESOLVED that the Governing Board delegates to the President such authority as is necessary to ensure that College operations comply fully with A.R.S. § 15-1444(A)(7).

The Governing Board shall retain all powers and duties as prescribed by law that are not formally delegated in this Resolution or Board Policies.

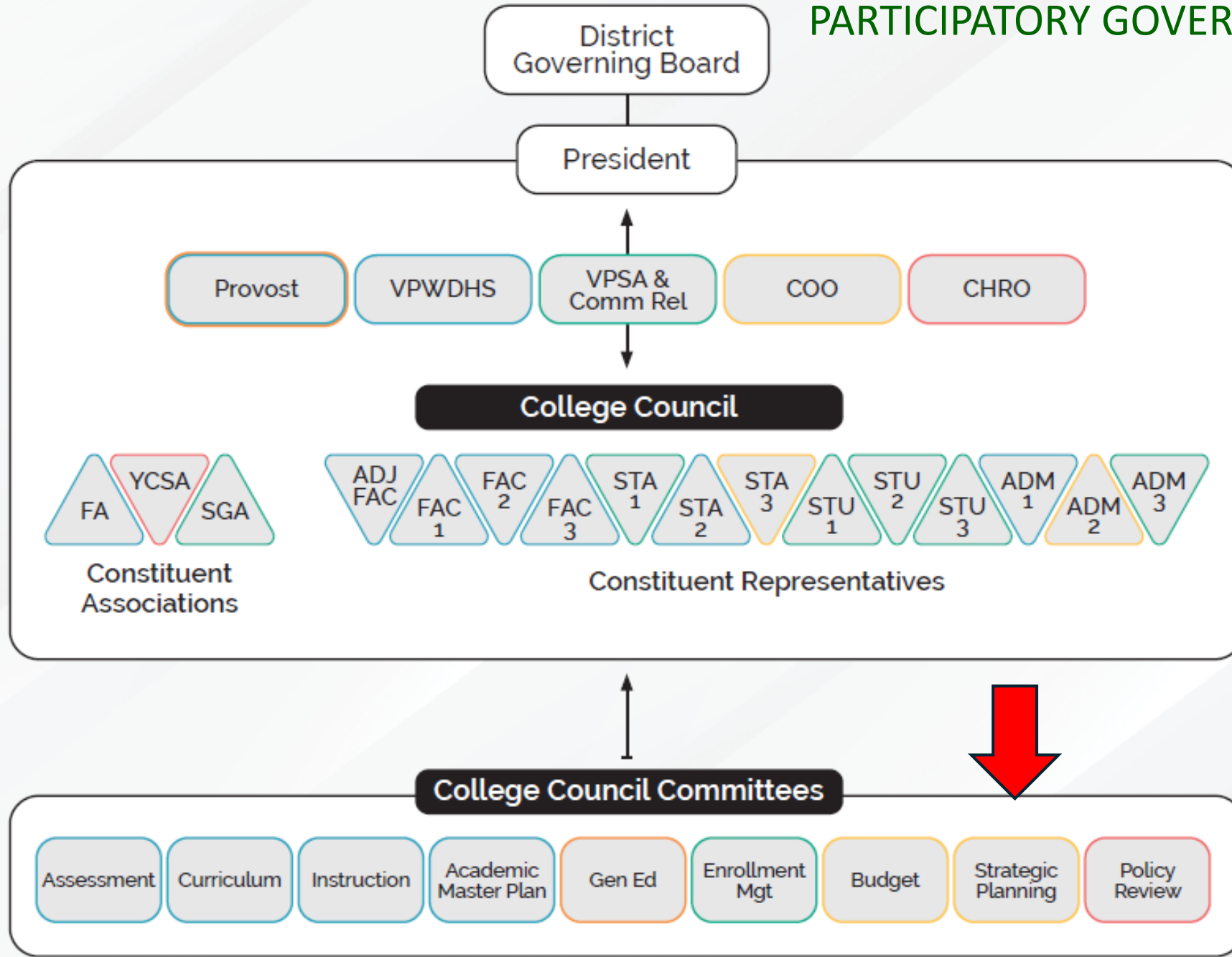
PASSED AND ADOPTED by the Yavapai County Community College District Governing Board this **9** day of **November**, 2021.

  
\_\_\_\_\_

Mrs. Deb McCasland, Board Chair

ATTEST:  
  
\_\_\_\_\_

Mr. Ray Sigafos, Board Secretary



# Yavapai College Participatory Governance DECISION-MAKING DIAGRAM

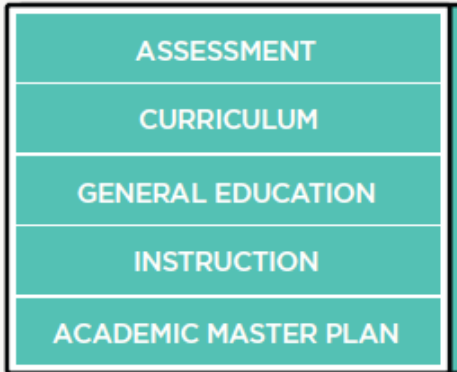
## GOVERNANCE ASSOCIATIONS



Governance Associations are essential to the YC Participatory governance process and participate by:

- a) serving on the Council and its committees,
- b) initiating proposals for consideration, and
- c) considering proposals submitted by their constituency groups.

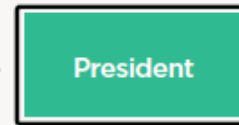
## ACADEMIC GOVERNANCE COMMITTEES



Academic Matters  
(as defined by YC Policy 10.11.01)



(VP Workforce Development & Health Sciences)



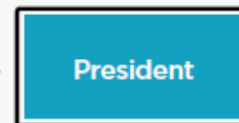
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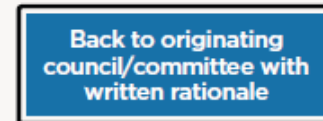
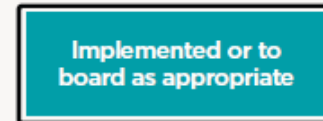
Other Matters Not Academic

## NON-ACADEMIC GOVERNANCE COMMITTEES



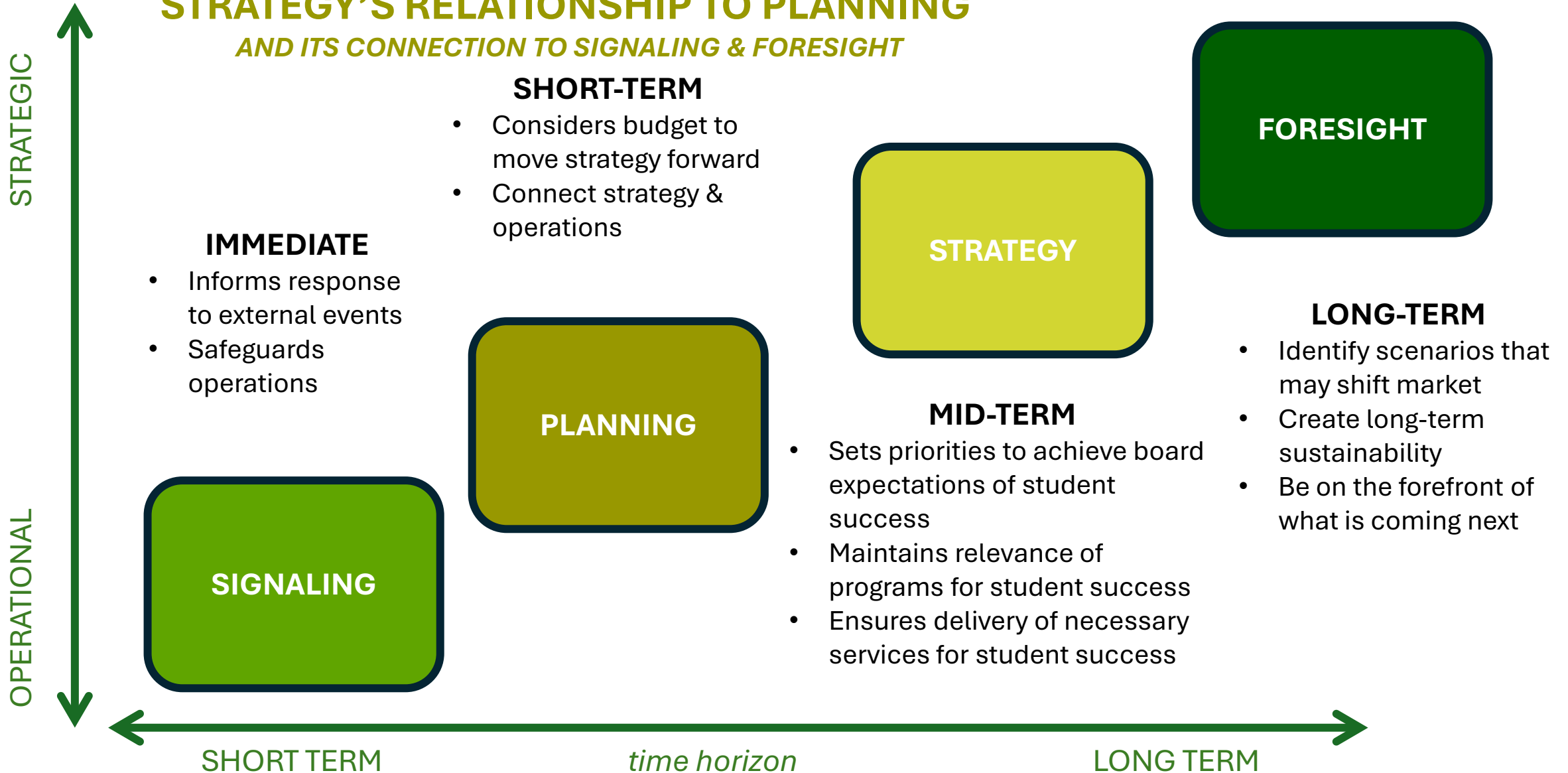
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# STRATEGY'S RELATIONSHIP TO PLANNING

## AND ITS CONNECTION TO SIGNALING & FORESIGHT



SEQUENCE OF CREATION

FORESIGHT

STRATEGY

PLANNING

SIGNALING

# Collaborative Planning Framework

## Executive Leadership Team

**VISION, VITALITY & VIABILITY**  
*ENSURES COHESIVE DIRECTION & SPONSORSHIP*



## Senior Leadership Team

**ACHIEVEMENT & ALIGNMENT**  
*ENSURES IMPLEMENTATION & LEVERAGES RESOURCES EFFECTIVELY*



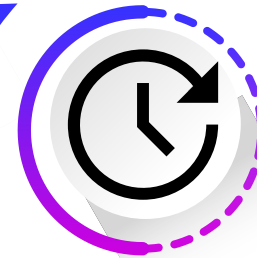
## Strategic Planning Committee

**CLEAR ROADMAP**  
*ENSURES COHESIVE STRATEGY, METRICS & ACCOUNTABILITY*



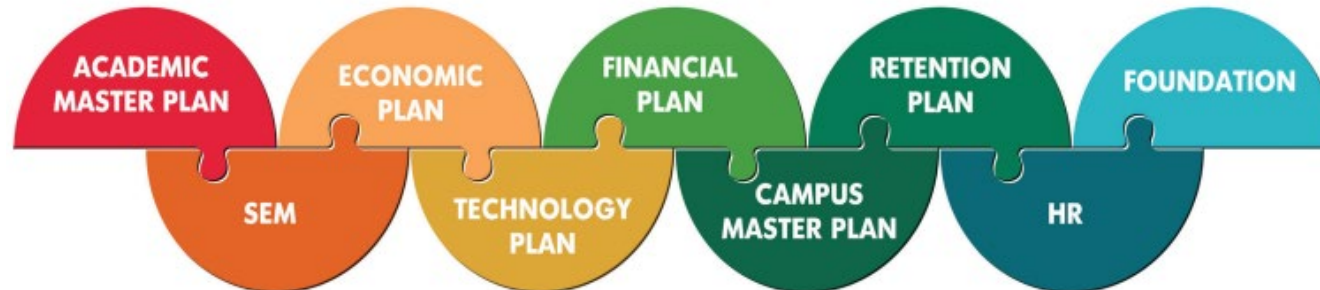
## WIN Coalition

**FUTURE FOCUS**  
*ENSURES AGILITY IN A CHANGING LANDSCAPE*

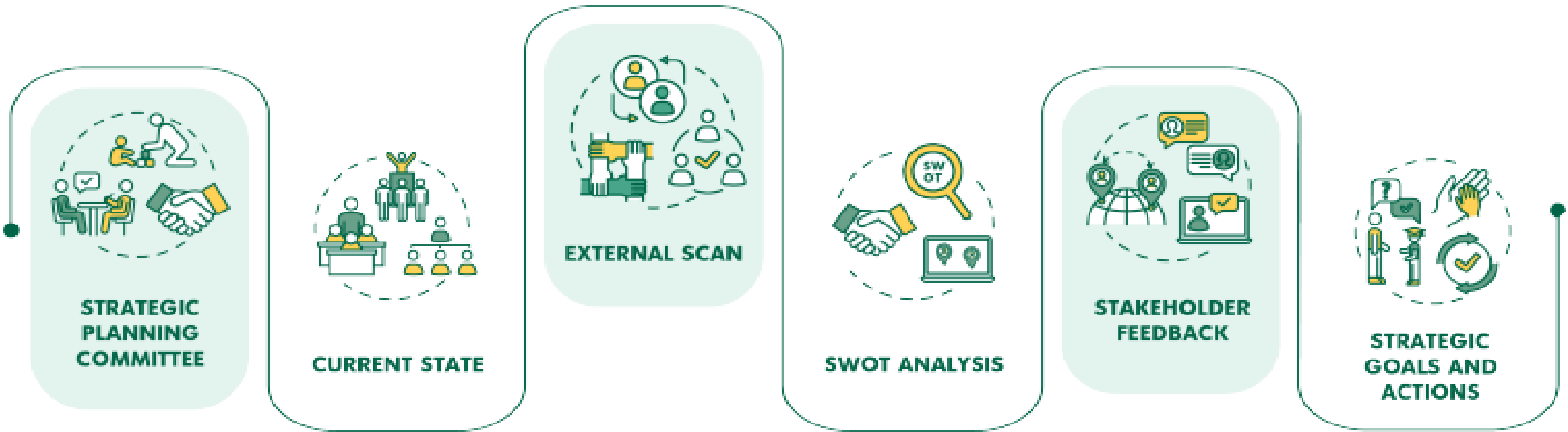


### Strategic Plan

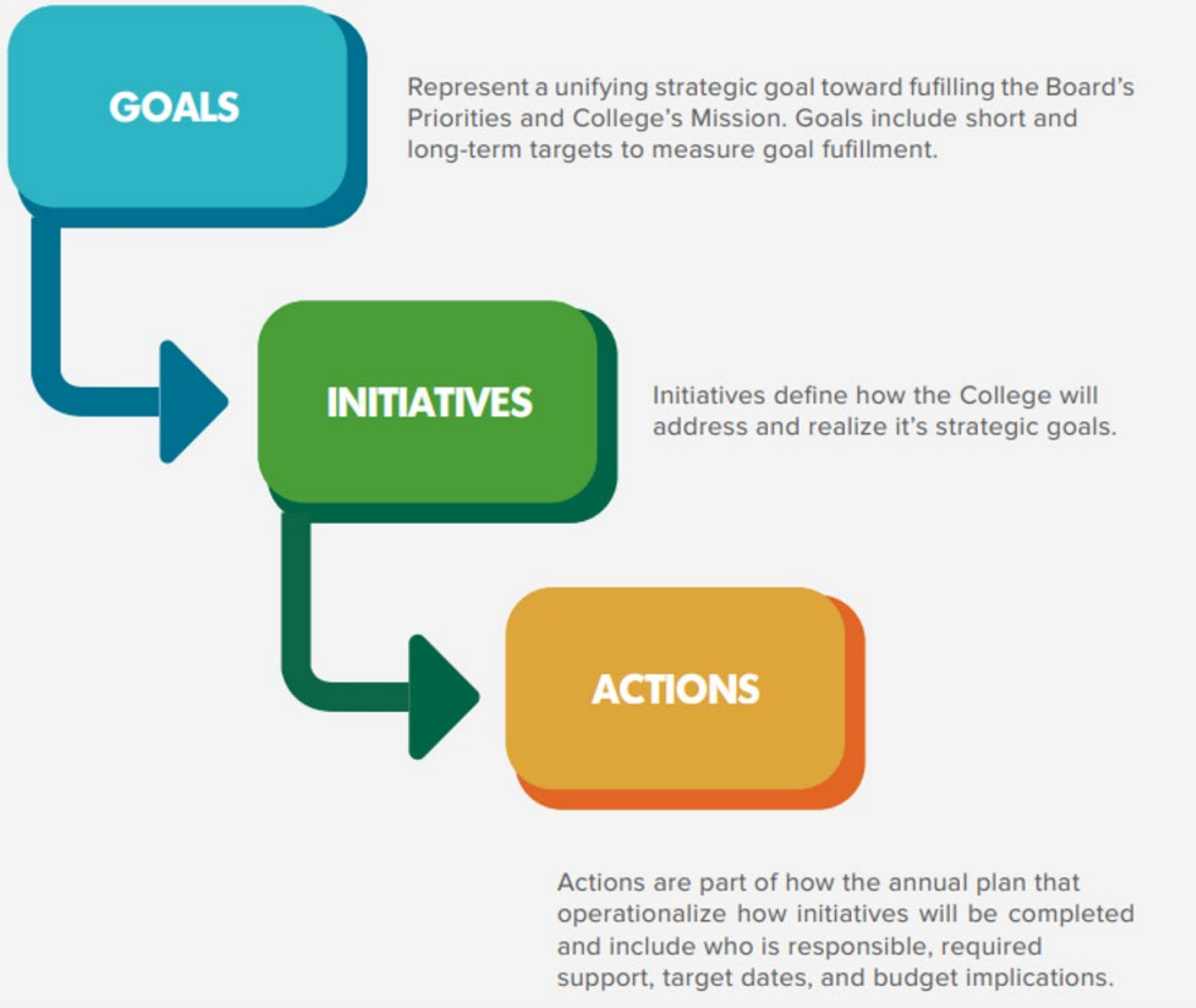
Unified Vision & Shared Future



# Strategic Planning Committee Process







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

# 4 Pillars of the Strategic Plan

1

Belonging



2

Living Wage



3

Adult  
Learners



















4

Delivery



<b>FY26 Strategic Initiatives</b>	<b>Belonging</b>	<b>Living Wage</b>	<b>Adult Learners</b>	<b>Delivery</b>
1. Expand Health Science Programs		X		
1. Integrate Non-Credit & Credit Pathways			X	X
1. Expand workforce training		X	X	
1. Implement ERP upgrade	X			
1. Integrate Artificial Intelligence and Virtual Reality into programs				X
1. Expand OER, Low Cost and No Cost Resources				X
1. Implement best practices for online courses				X
1. Expand Early College Opportunities	X			X
1. Enhance basic student needs support	X			
1. Prison Education Program	X		X	
1. Academic Program Prioritization				X
1. 8-Week Courses/Programs			X	X

Strategic Goals	Key Performance Indicator (KPI)	Current Status
<b>Belonging</b>	Students are made to feel welcome at YC.	
	Overall employee satisfaction/belonging.	
<b>Living Wage</b>	>=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.	
<b>Adult Learners</b>	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.	
<b>Delivery</b>	Improve course success rates in Online and Weblive.	
	Expand Open Educational Resources (OER) 10% per year.	
<b>Student Outcomes</b>	First-Year Retention Rate – Full-Time	
	First-Year Retention Rate – Part-Time	
	Three-Year Graduation/Transfer Rate.	
	Minority Three-Year Graduation/Transfer Rate.	

For more detail on Key Performance Indicators (KPIs) and Objective and Key Results (OKR) plans visit <https://www.yc.edu/v6/strategic-planning/>

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

# Our Strategic Plan

- Results from our collaborative planning framework and participatory governance model inclusive of all constituent voices
  - Our Participatory Governance Model has been recognized as a national top ten finalist 2025 for innovative programs by the Bellwether Consortium in the area of Finance, Governance and Planning with the national competition happening next month
- Is in compliance with Higher Learning Commission Criterion and District Governing Board Policy
- Is achieving our stated priorities and performing well on our key performance indicators

*Thank you to the Strategic Planning Committee and all involved in continuing to ensure our priorities are moving the college forward*