YAVAPAI COLLEGE

FUTURE FOCUSED. COMMUNITY INSPIRED.

STRATEGIC PLAN 2026-2028
ROUGH DRAFT

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.
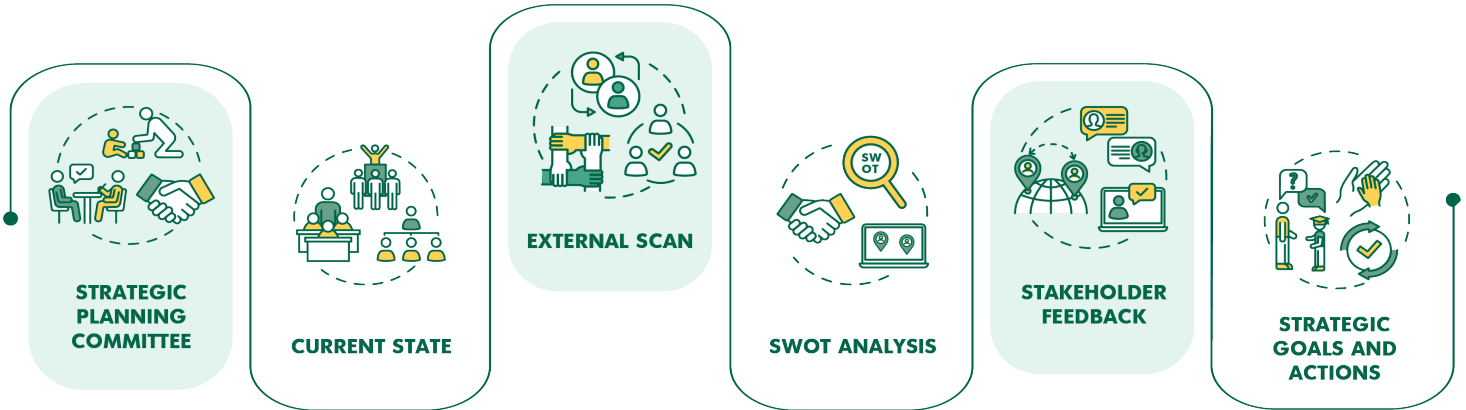
Continuous Learning
• We promote continuous learning and intellectual curiosity through formal education and beyond.

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

PLANNING PROCESS

STRATEGIC PLANNING COMMITTEE

CURRENT STATE

EXTERNAL SCAN

SWOT ANALYSIS

STAKEHOLDER FEEDBACK

STRATEGIC GOALS AND ACTIONS

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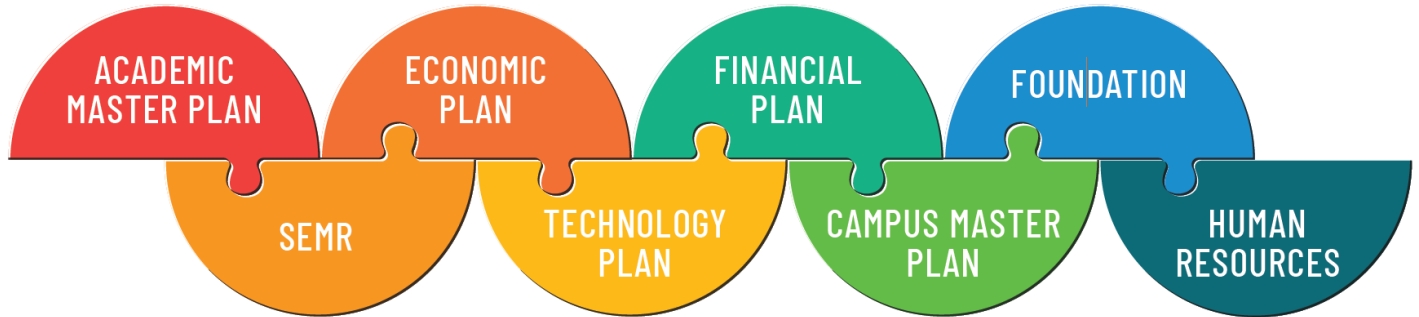
Internal information includes performance metrics, planning documents, and survey results.

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.
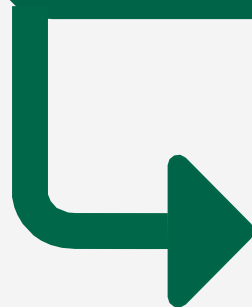
PLANNING TERMINOLOGY

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 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.

The following is the rationale for the two new initiatives:

ACADEMIC PROGRAM PRIORITIZATION

•   New Academic Master Plan
   o   The College continues to get closer to the Expenditure Limit, a constitutional requirement requiring state entities receiving public funds to maintain their cost per capita at 1980 levels adjusted for

inflation using the GDP-inflator.

- The College is committed to Fiscal Responsibility, and wants to offer the programs and services that provide the most value to the community, at a market competitive price, and with a justifiable cost.

8-WEEK COURSES/PROGRAMS

1. Improved Student Outcomes
   - Higher Completion Rates: Condensed schedules help students focus on fewer courses at a time, often leading to better retention of information and higher grades.
   - Faster Progress: Students can complete degrees or certificates more quickly by taking multiple 8-week sessions in a semester.
   - Reduced Cognitive Load: Fewer simultaneous courses can make workloads more manageable for students, especially those balancing school with work and family obligations.
2. Flexibility for Students
   - Greater Enrollment Opportunities: Students who miss the start of a traditional semester can begin in the second 8-week session, reducing downtime and maintaining momentum.
   - Adaptability for Working Adults: Shorter terms allow working adults to plan around changing schedules, job requirements, or personal responsibilities.
   - Accommodation of Varied Pacing: Students can take a lighter load or accelerate their studies depending on personal goals and circumstances.
3. Alignment with Modern Learner Preferences
   - Shorter Commitment Periods: Many students prefer shorter commitments, which align better with their attention spans and ability to plan around life changes.
   - Increased Engagement: Accelerated schedules often lead to more intensive engagement with material and instructors.
4. Retention and Enrollment Benefits
   - Mid-Semester Recovery: Students who drops out of the first 8-week session have the option to enroll in the second, maintaining enrollment and progress.
   - Reduced Dropout Rates: Condensed terms make it less likely for students to disengage over the course of a semester, especially in light of life events.
5. Institutional Efficiency
   - Maximized Use of Facilities: Offering more sessions in a year increases the utilization of classrooms, labs, and resources.
   - Responsive Scheduling: College can more easily adapt to changing enrollment trends or student demand for specific courses with multiple starting points.
   - Alignment with Workforce Needs: Accelerated programs allow institutions to quickly produce graduates to meet employer demands.
6. Attracting New Populations
   - Appeling to Adult Learners: Many nontraditional students appreciate the accelerated pace and flexibility, which can draw in this demographic.
7. Innovation and Competitiveness
   - Staying Competitive: As more institutions adopt shorter terms, staying competitive may require similar offerings.
   - Alignment with Online Education Trends: Many online programs already use shorter sessions, and adopting this model can help colleges with online institutions.

ACTIONS
(Objectives and Key Results)

Beginning of FY2024, YC has adopted the Objective Key Results (OKRs) framework to better define our Actions. OKR's are goal-setting framework designed to help organizations define and track objectives (the what you aim to achieve) and their associated key results (the how success will be measured). The latest OKRs can be found on the strategic planning website https://www.yc.edu/v6/strategic-planning/ under the Objectives and Key Results section. The following table outlines the Executive Sponsor for each initiative, as well as the Senior Leadership Team members tasked with developing the OKRs for that initiative, and the Lead people responsible for helping and implement the OKRs.

12/6/2024

FY26 Strategic Initiatives	Executive Sponsor	SLT Champion	Lead(s)
Expand Health Science Programs	VP WDHS	Jason Ebersole	Ashley Picard Alex Lewis
Co-award non-credit and credit	VP WDHS, VP CRSD, Provost	Diana Dowling John Morgan Dean Holbrook Jason Ebersole	Sheila Jarrell Lauri Dreher
Expand workforce training	VP WDHS	John Morgan	Max Bledsoe Vince Redgrave
Implement ERP upgrade	COO	Patrick Burns	Jeni Johnson Frank D'Angelo Tom Hughes Zack Moss Michael Homes Pam Pierce Michael Merica
Integrate Artificial Intelligence and Virtual Reality into programs	VP CRSD	Tyler Rumsey	Robyn Bryce Ryan Gray Richard Pierce
Expand Open Educational Resources, Low Cost and No Cost	Provost	Dean Holbrook	Megan Crossfield Shelly Gilliam
Implement best practices for online courses	Provost	Dean Holbrook	Thatcher Bohrman
Expand Early College Opportunities	Provost, VP CRSD , VP WDHS	Dean Holbrook Diana Dowling	Meghan Paquette
Enhance Basic Student Needs support	COO, VP CRSD	Tania Sheldahl James Crockett	Sean LaJeunesse Monica Belknap
Prison Education Program	Provost, VP CRSD	Diana Dowling	TeLS Patrick Burns Jeremy Poehnert Lauri Dreher
Academic Program Prioritization	Provost, VP WDHS, COO	Dean Holbrook, Michael Merica	TBD
8-Week Courses/Programs	Provost, VP WDHS	Dean Holbrook, TBD	TBD

MEASURING PROGRESS

This section of the report provides an overview of where the College is in achieving its strategic planning goals. The table 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

FY2025 PLANNING UPDATES

FY25 Key Strategic Priorities	Status	Notes
Expand Health Science Programs	Keep	SLT member to update spring 2025.
Co-award non-credit and credit	Keep	SLT member to update spring 2025.
Improve Credit for Prior Learning options	Moving	Is now combined with Co-award non-credit and credit priority.
Expand workforce training	Keep	SLT member to update spring 2025.
Implement ERP upgrade	Keep	The project team has been making significant progress on the college's implementation: new test portal environment, functional teams reviewing existing processes, revamping all our existing integrations (Canvas, Salesforce, NeoEd). Working on new budget management platform, Syntellis Axiom.
Integrate Artificial Intelligence and Virtual Reality into programs	Keep	SLT member to update spring 2025.
Expand Open Educational Resources, Low Cost and No Cost	Keep	SLT member to update spring 2025.
Implement best practices for online courses	Keep	SLT member to update spring 2025.
Expand Early College Opportunities	Keep	SLT member to update spring 2025.
Enhance Basic Student Needs support	Keep	SLT member to update spring 2025.
Prison Education Program	Keep	HLC approval received. Waiting on Department of Education approval.

NEED MORE INFORMATION?

Visit yc.edu/strategicplanning

Yavapai
COLLEGE

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