

**FUTURE FOCUSED.
COMMUNITY INSPIRED.**



STRATEGIC PLAN FY27-FY29

PRESENTED BY YAVAPAI COLLEGE
Updated November 2025

Yavapai
COLLEGE



PRESCOTT CAMPUS

TABLE OF CONTENTS

INSIDE THE STRATEGIC PLAN

INTRODUCTION.....3

MISSION, VISION, PRIORITIES, VALUES.....4

PLANNING PROCESS.....5

PLANNING ALIGNMENT.....6

PLANNING TERMINOLOGY.....7

STRATEGIC GOALS.....9

FY27 STRATEGIC INITIATIVES..... 11



VERDE VALLEY CAMPUS



PRESCOTT VALLEY CENTER



CTEC



CHINO VALLEY CENTER

INTRODUCTION



STRATEGIC PLAN FY27-FY29

COLLEGE STRATEGIC PLANNING COMMITTEE

This report reflects the work and research of the College’s Strategic Planning Committee. YC operates under a rolling 3-year strategic planning process, allowing the College to be flexible and responsive to the dynamic environment in which higher education finds itself.

The plan outlines how we will fulfill our Mission and Vision as we provide 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.

MISSION, VISION, PRIORITIES, VALUES



Yavapai College's Mission, Vision, and Values continue to serve as the foundation for the College's Strategic Plan. These guiding principles provide a shared sense of purpose and direction, shaping the decisions and initiatives that move the College forward. They ensure that every aspect of our work remains aligned with the evolving needs of our constituents.

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.

PRIORITIES

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life. The College will achieve these results at a cost the Board believes is justifiable.

1. EDUCATION:

- a. Job seekers
- b. Transfer students
- c. Adult Basic Education
- d. Lifelong learners
- e. Maximize persistence and completion
- f. Students understand how to access financial resources and support programs

2. ECONOMIC:

Communities in Yavapai County are supported in their efforts to lead economic development, with emphasis on generating and sustaining economic base jobs.

3. COMMUNITY:

Yavapai County residents have access to social and cultural opportunities.

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

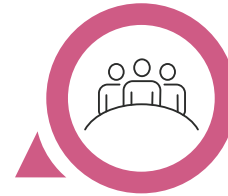
Executive Leadership Team

VISION, VITALITY & VIABILITY
ENSURES COHESIVE DIRECTION & SPONSORSHIP



Senior Leadership Team

ACHIEVEMENT & ALIGNMENT
ENSURES IMPLEMENTATION & LEVERAGES RESOURCES EFFECTIVELY



Strategic Plan

Unified Vision & Shared Future



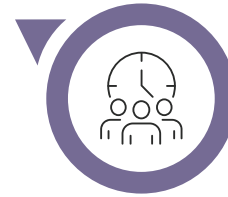
Strategic Planning Committee

CLEAR ROADMAP
ENSURES COHESIVE STRATEGY, METRICS & ACCOUNTABILITY



WIN Coalition

FUTURE FOCUS
ENSURES AGILITY IN A CHANGING LANDSCAPE



Collaborative Planning Framework



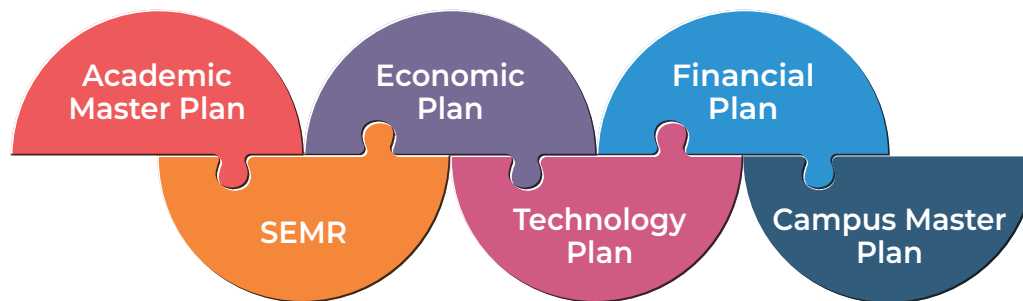
COLLABORATIVE PLANNING FRAMEWORK

Yavapai College's Collaborative Planning Framework illustrates how key leadership and planning groups work together to advance our shared future. Each group plays a distinct yet interconnected role in shaping, implementing, and sustaining the Strategic Plan.

The Executive Leadership Team provides overall direction. After conducting extensive internal and external research, the Strategic Planning Committee (SPC) establishes a roadmap (goals and initiatives) and creates a system to monitor progress and ensure accountability. The WIN (What Is Next) Coalition provides part of the external research, by looking for signals of potential futures so that YC remains future-ready. The Senior Leadership Team implements the Initiatives by developing OKR's and Actions, then meets regularly to share information and help each other stay on track.

Together, these groups create a cohesive system that promotes transparency, alignment, and collaboration, connecting vision to action and ensuring the College remains focused, agile, and mission-driven.

PLANNING ALIGNMENT



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: Fosters economic growth through small business support, supporting regional economic development efforts, supporting dislocated workers, and informing the AMP team of the skills and knowledge that businesses seek when hiring living wage workers.

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.

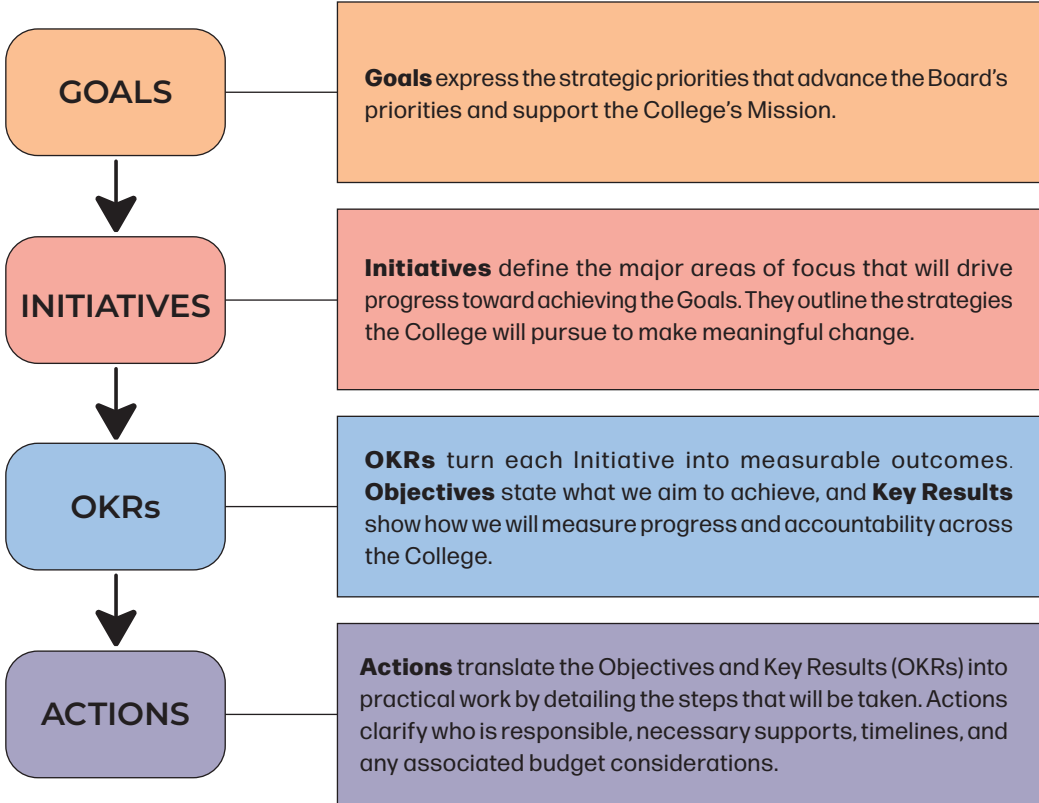
Campus Master Plan: Identify renovations and new facilities needed to support academic programs and other Strategic Goals.

Representatives from each of these Leadership groups make up the core of the Strategic Planning Committee (SPC). As a standing committee of the College Council, the SPC also includes members from the Faculty Association, the Staff Association, and the Student Government, ensuring broad representation across the campus and shared governance. Each year, the SPC is charged with reviewing and promoting alignment among the College's various planning teams, ensuring their goals and initiatives collectively support the overarching Strategic Plan.

PLANNING TERMINOLOGY



PLANNING TERMINOLOGY



STRATEGIC GOALS



Belonging



BELONGING

The Belonging Goal affirms the importance of meeting students' basic needs as a foundation for academic success and community connection. By ensuring students have the support necessary to thrive, the College fosters an inclusive environment where individuals feel welcomed, valued, and supported. This commitment also extends to employees, cultivating a culture in which faculty and staff feel engaged, appreciated, and empowered in their work.

Adult Learners



ADULT LEARNERS

The Adult Learners Goal focuses on expanding access and opportunity for non-traditional students, particularly those with some college experience but no degree. This goal acknowledges the unique circumstances of adult learners and prioritizes flexible, supportive pathways that enable them to successfully balance education with work and family responsibilities.

STRATEGIC GOALS



Living Wage



LIVING WAGE

The Living Wage Goal centers on preparing students for meaningful employment that provides economic mobility and long-term stability. In response to a changing workforce shaped by technological advancement and automation, the College is committed to equipping learners with relevant knowledge, skills, and credentials that position them for high-demand, well-compensated careers.

Delivery



DELIVERY

The Delivery Goal focuses on improving how the College provides high-quality educational programs and services to maximize student success. This goal emphasizes effectiveness, innovation, and continuous improvement in academic offerings and student support systems to ensure learners can achieve their educational and life goals.

NEW



FOUNDATIONAL CAPABILITY

As part of this effort, the Strategic Planning Committee introduced a new Foundational Capability focused on ensuring the long-term fiscal health and operational vitality of the College. This addition reinforces the importance of sustainability and resource stewardship as essential components of Yavapai College's ongoing success.

The Foundational Capability focuses on sustaining Yavapai College's financial stability and operational strength to support its mission and strategic priorities. It emphasizes the need for YC to grow core capabilities such as fiscal stewardship, talent management, data integrity, physical security, and a results-oriented culture of continuous improvement. These core capabilities will create the operational excellence needed to remain relevant and successful in today's fast-paced and highly competitive market.



FY2027 STRATEGIC INITIATIVES



FY27 Strategic Initiatives		Executive Sponsor	SLT Champion	Belonging	Living Wage	Adult Learners	Delivery	Foundational Capability
A	Artificial Intelligence	Provost	Bryce		X			X
B	Improve Part-Time Student Success	Provost	Sheldahl/ Bryce	X		X	X	
C	Prison Education Program	Provost	Dowling	X	X	X	X	
D	Academic Program Prioritization	Provost, VP WDHS, COO	Holbrook				X	
E	Provide Workforce Training to growth industries	VP WDHS	Ebersole/ Morgan		X			
F	Develop an operational data strategy	COO	NEW Burns/ Merica					X
G	Workforce Housing	COO	NEW Zuniga					X
H	Public Relations & Marketing	VP CRLA	NEW Minnick					X
I	Security	COO	NEW Payne/ Burns					X



Need More Information?

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