

## VERDE VALLEY BOARD ADVISORY COMMITTEE RECOMMENDATIONS INCORPORATED INTO THE 2015-2020 STRATEGIC PLAN

VVBAC Recommendation	Current Information	Strategic Plan	Goals	Strategy
<p><b>1. Allocate a far greater percentage of financial resources generated in the Verde to the Verde.</b></p>	<p>In a review of the expenditures of the past five year period, 87% of property taxes collected from the Verde region have been expended in the Verde Valley. The College addresses the needs of the communities through needed programs as well as facilities improvements. As programs are initiated/sustained, facilities will be built and/or remodeled to accommodate this program growth and a corresponding percentage of financial resources can be expended as needed.</p>	Strategic Initiative 5: Fiscal Stewardship	A: Model Fiscal Stewardship throughout the district	5. A.1: Ensure that YC's resources are used responsibly and efficiently to meet the needs of its students, taxpayers, and investors.
			B: Evaluate and revise the Capital Improvement Plan	5. B.3: <i>Evaluate current and future educational needs at each location (VV Campus/Sedona Center).</i>
		Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality	1. A.3: In collaboration with faculty develop and implement coherent sequences for general education and all YC programs of study <i>with guaranteed course availability.</i>
				1. A.17: Create and implement a robust and strategic enrollment management model.
<p><b>2. Establish effective and efficient local decision-making through a Verde Advocate structure rather than through Prescott.</b></p>	<p>In July 2014, the Dean of the Verde Valley Campus/Sedona Center was promoted to Executive Dean. He is responsible for all coordination of programs, course schedules, and budget development for the Verde Valley region. For the past year, the executive dean has had an advisory committee to solicit community input. In Fall, 2015 a new position, Verde Valley Associate Dean was created and funded to assist in program development for the area. In addition the Dean of Lifelong Learning is working closely with the Sedona community to develop a strategic plan for the Sedona Center.</p>	Strategic Initiative 3: Engaged Community	D: Improve community engagement	3. D.3: Explore and develop plan for increased advocacy.
<p><b>3. Implement an on-going Verde marketing and recruitment program of continuous and direct interaction with Verde lower and secondary education student and their parents.</b></p>	<p>During FY 2014-15 increased marketing measures were focused on the Verde Valley. To continue the increased efforts in this region, recurring marketing budgets were increased by \$55,000. Our campaign targets, working age adults, primarily through modern mediums such as Facebook and Google. Traditional channels such as radio, cable, and newspapers are used to a lesser degree. As you know, there are very few billboards in the region.</p>	Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality	1. A.16: Develop strategies to communicate with students and parents within K-12 system.
		Strategic Initiative 2: Economic Responsiveness	B: Improve district-wide awareness of YC Education and Training opportunities	2. B.1: Establish marketing plan for student recruitment that outlines: funding for education, job demand, available training options, and job placement resources.
				2. B.3: Design quarterly communication for distribution to public officials, employers, and economic development organizations.
		Strategic Initiative 3: Engaged Community	A: Increase credit enrollment	3. A.1: Strengthen Marketing, Recruiting, and Communication district-wide.
				3. A.3: Develop criteria for achieving successful "strengthening" of Marketing and Communication.

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				3. A.4: Evaluate and explore increased presence in schools and communities.
4. Focus on increasing student numbers in the Verde.	YC has always been committed to increasing enrollment throughout the district and in particular at the VV Campus. The present decrease in district-wide enrollment is attributed to two major factors: a rebounding economy and decreased high school graduation classes. New programs initiated in the Verde in the past five years include: Viticulture and Enology; Culinary; Digital Film and Media; and Hospitality. Programs in development include Retail Management, Veterinary Technology, Animal Science/Aquaculture/Fisheries, Agriculture/Food Production, Conservation and Natural Resource Management, Environmental Sciences/Sustainability.	Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality	1. A.6: Initiate mandatory Student Orientation for all new certificate and degree seeking students.
				1. A.8: Evaluate LEAD program as a mechanism for student success.
				1. A.13: Develop plan for strategic direction of online learning.
				1. A.14: Develop plan for dual, JTED, and concurrent enrollment.
				1. A.16: Develop strategies to communicate with students and parents within K-12 system.
				1. A.17: Create and implement a robust and systematic enrollment management model.
		Strategic Initiative 2: Economic Responsiveness	B: Improve district-wide awareness of YC Education and Training opportunities	2. B.1: Establish marketing plan for student recruitment that outlines: funding for education, job demand, available training options, and job placement resources.
			D: Increase Career and Technical Education opportunities in the Verde Valley	2. D.2: Explore feasibility of brick and mortar and/or centralized CTE programs.
		Strategic Initiative 3: Engaged Community	A: Increase credit enrollment	3. A.5: Develop measurable criteria and goals for achieving successful “strengthening” of Marketing and Communication.
			B: Increase non-credit enrollment	3. B.1: Promote integration between for-credit and community education.
5. In the Verde Valley create a CTE building for classes in fields that meet the needs of Verde residents.	YC welcomes a close working relationship with VACTE. Our two governing boards met jointly in the Spring of 2014. Subsequently YC’s Regional Economic Development Center completed the first Workforce Needs Analysis for the Verde Valley since 2001 and shared it with the VACTE Board. In addition the staff of REDC has completed several related workforce analyses for the towns and cities of the Verde Valley.	Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality	1. A.14: Develop plan for dual, JTED, and concurrent programs.
		Strategic Initiative 2: Economic Responsiveness	B: Improve district-wide awareness of YC Education and Training opportunities	2. B.2: Expand the use of “workforce roundtables” to include more private sector participation.
			D: Increase Career and Technical Education opportunities in the Verde Valley	2. D.1: Conduct market/job analysis to determine CTE needs.
				2. D.2: Explore feasibility of brick and mortar and/or centralized CTE programs.

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				<i>2. D.3: Leverage resources partnerships/existing facilities for courses and programs.</i>
<b>6. Prioritize building a state of the art delivery system.</b>	YC has a very robust and effective medium of distance learning. Our classes and services have been reviewed and recognized by The Higher Learning Commission as well as national organizations. YC also has one of the highest enrollments in Arizona for dual enrollment. One of the challenges we face for dual enrollment as well as ITV courses are the numerous and varied individual school districts' schedules of classes.	Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality	1. A.13: Develop plan for strategic direction of online learning.  1. A.14: Develop plan for dual, JTED, and concurrent programs.
<b>7. Add sufficient remote learning centers for distance learning opportunities.</b>	Presently YC has two comprehensive campuses (full services) and five centers throughout the County. In addition, the College offers dual enrollment and community education throughout the County. As stated in #6 above the College has a robust distance-learning program. The College, through its REDC, has provided critical data in support of securing broadband in the Verde Valley. If residents do not have access to the Internet in their homes, all schools and libraries in their communities do and provide access.			
<b>8. Provide and increase core transfer courses.</b>	The VV Executive Dean, with the support of the other District Instructional Deans, reviews all course offerings each term and on an annual basis. All efforts are made to offer required courses for degrees and certificates and if the need arises, the Executive Dean may substitute an appropriate course in order for the student to complete his/her degree/certificate. This semester, Verde Valley residents had access to 101 face-to-face courses, as well as 269 on-line courses.	Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality.	1. A.11: Enhance current CRM system for student prospect funneling and engagement through start of each term, and through completion of program.  1. A.12: Implement HLC retention, persistence, and completion project recommendations.  1. A.17: Create and implement a robust and systematic enrollment management model.
<b>9. Provide and increase multiple pathways of 2+1, 2+2, Certification, and CTE.</b>	YC continues to initiate and strengthen partnerships with our high schools, JTEDs, and business/industry. Since its creation, the REDC is another partner with the Instructional Division to ensure our program offerings are relevant to	Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality.	1. A.4: Explore, develop and implement pathways to completion for each partner high school to translate dual enrollment coursework to matriculation to YC and certificate/degree completion (2+2+2) concept.

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	the needs of the county. NAU has a presence at both YC campuses.			<p>1. A.8: Implement campaign that Full Time is 15 credits as opposed to 12 credits each term. Campaigns like “15 to Finish.”</p> <p>1. A.14: Develop plan for dual, JTED, and concurrent programs.</p> <p>1. A.16: Develop strategies to communicate with students and parents within K-12 system.</p>
		Strategic Initiative 2: Economic Responsiveness	<i>D: Increase Career and Technical Education opportunities in the Verde Valley.</i>	<p>2. D.1: Conduct market/job analysis to determine CTE needs.</p>
10. Increase Verde scholarship and financial assistance and maintain an affordable tuition rate.	We are very fortunate to have the support of the Yavapai College Foundation. Their support is evidenced by the numerous scholarships they provide our students throughout the County. YCF raises the most revenue per capita than any other community college in Arizona. What is even more commendable is that they are committed to raising even more funds to address all of the many student applications for support. We are likewise as a College to continue to keep our tuition rates as low as possible.			
11. Add focus on working with governments in all Verde communities to increase broadband coverage that can be used by the college.	YC fully supports the various communities’ efforts to secure broadband in the region. VVREO is most appreciative of our REDC’s study which provided critical data to advance this organization’s next step in securing broadband in the Valley. Our ITS group worked extensively with the Yavapai County Educational Technology Consortium to explore better internet connectivity for K-12 districts. At this point, every high school in Yavapai County has good connectivity except for Sedona Red Rock High School, which we hope will take advantage of the new fiber run that Yavapai College negotiated with CenturyLink to install for the Sedona Center.			
12. Fund all capital projects privately or through bonding rather than taxes, tuition and fees.	With the support of the Yavapai College Foundation, partnerships with the U of A and NAU, county high schools, and federal grants, the College has funded/leased key facilities that support many of our instructional programs. Examples include the Southwest Wine Center, the Family	Strategic Initiative 5: Fiscal Stewardship	A. Model Fiscal Stewardship throughout the district.	5. A.1: Ensure that YC’s resources are used responsibly and efficiently to meet the needs of its students, taxpayers, and investors.

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	Enrichment Center, Line man Program, CNC Program, and programs under development at the DK Ranch. In regards to bonding vs taxes, both are forms of property taxes.			
13. Further incorporate workforce demand analysis in education decision-making. Build strong local partnerships for business development and job creation.	Until 2013 the College secured such data through costly third-party associations. Since the creation of the Regional Economic Development Center, we have that expertise in house. Not only has the College integrated such data in all of our program analyses and reviews, the Center staff have provided the towns and cities economic developers with critical workforce and economic data.	Strategic Initiative 2: Economic Responsiveness	A: Create job placement process for YC graduates.	2. A.2: Establish a system for apprenticeships for current students.
			B: Improve district-wide awareness of YC Education and Training opportunities.	2. B.2: Expand the use of “workforce roundtables” to include more private sector participation.
			C. Document and share YC’s economic impact and value.	2. C.2: Produce economic impact analysis of YC events. 2. C.3: Produce and share economic impact of YC operations per annum.
14. Focus on solutions for Verde affordable student housing.	From many years of experience, the College knows that a critical mass of students is required to build and finance on-campus student housing. The College has encouraged many of our cities/towns to expand their supply of affordable housing as we see our students as a ready market to rent/lease such apartments.			
15. Encourage the immediate exploration of alternative models or structures to increase Foundation related activities and fund raising in the Verde.	The Yavapai College Foundation has tried various models for fund raising in the Verde Valley over the past 5 – 8 years. The College is confident would welcome suggestions from the VVBAC in this arena.			
16. Recommend revised criteria for evaluating investment needed for new programs as well as criteria for continuing programs.	Four years ago, the College initiated a new process for proposing new instructional programs that includes but is not limited to need assessment, space allocation, and financials. There is also a process in place for each instructional program to be routinely evaluated in relation to workforce needs, program relevancy, and costs. Since 2013, the REDC also provides additional information for these reviews.	Strategic Initiative 1: Student Success	A: Increase student completion rates without sacrificing academic quality.	1. A.5: Evaluate and implement YCELI scheduling recommendations. 1. A.15: Enhance systematic use of data to evaluate and assess student success. 1. A.17: Create and implement a robust and systematic enrollment management model.
		Strategic Initiative 2: Economic Responsiveness	A: Create job placement process for YC graduates.	2. A.1: Develop Institutional Procedures to document continuing educational success and career placement. 2. A.3: Establish a system for job placement for graduates. 2. A.4: Improve annual system for follow-up of graduates to include social media and phone follow-up.

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			B: Improve district-wide awareness of YC Education and Training opportunities.	2. B.2: Expand the use of “workforce roundtables” to include more private sector participation.
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