

IMPORTANT MESSAGE FROM DR. LISA B. RHINE



Good afternoon,

My hope is that this organizational restructure will prompt us to become aligned and result in fundamental shifts in many aspects of our organization. With determination and consistency, we will exceed all our goals. These shifts are our first steps toward long term organizational health.

Over the last 51 years, Yavapai College has served as a pillar of our community, with the goal of providing excellent education for students and becoming a resource for growth for the entire county. There has always been a pride and passion for education in this county. As the 10th President of Yavapai College, I, with your help, want to re-energize that pride and passion to take this institution to greater heights, all with the student in mind.

It Starts with an Outward Mindset

The Outward Mindset was introduced as the initial step – to help us understand a fundamental change in the way we see and regard our connections with and our obligations to others. Many of you have gone through the Outward Mindset training and many more are signed up to attend over the next couple of months. I was pleased to see that the set of fall offerings filled up quickly and more are being planned for spring semester.

Two Phases of Reorganization

There will be two phases of reorganization. The first phase involves changes in the VP for Instruction role, Student Development, Athletics, and the Verde Valley Campus. The second phase will begin looking closely at the academic structure and any possible changes that we will make there. This phase will begin in January in close consultation with faculty.

Phase One

New Leadership at Verde Valley Campus

To address issues of fragmentation and employee concerns on operational efficiency and local decision making at the Verde Valley Campus, we will do a national search for a Campus Dean that the Verde Valley faculty (except for nursing) will report to directly. The new Dean will be required to live on the east side. The leadership structure at the Verde Valley Campus will include Heather Mulcaire serving as the Director of Student Affairs and Campus Operations. She will be local and handle all operations requests from faculty and staff pertaining to the Verde Valley Campus and provide local oversight to Student Affairs staff.

Instruction and Strategic Initiatives

As you know, Dr. Ron Liss has announced his retirement. Dr. Diane Ryan will assume the role of Interim Vice President for Instruction and Strategic Initiatives effective January 1, 2020. In the new year, Dr. James Perey will move to Prescott to work with Dr. Ryan as AVP for Strategic Initiatives. In addition to supporting online learning and OER efforts, Dr. Perey will partner with Linda Buchanan and Linda Brannock to reimagine our career services and integrate career exploration and planning into our pathways model. Additionally, Dr. Perey will expand opportunities for non-credit and credit workforce training. Dr. Perey will move to Prescott Campus and the Verde Valley changes will go into effect once the Verde Valley Campus dean is in place with the goal being January-February of the new year.

Enrollment, Retention & Completion

We are restructuring to align our Student Development staffing with some primary goals and initiatives. Our primary goal is increasing enrollment, retention and completion of our students, especially of targeted populations including non-traditional age students, the Hispanic population and first-generation college students. We are formalizing our enrollment management structure. Student Development staff are reorganized into a Department of Student Affairs and the Department of Enrollment Management. Though still tightly coupled, Student Affairs will be led by Associate Vice President Tania Sheldahl and Enrollment Management led by Associate Vice President Diana Dowling. Effective today, the Department of Student Affairs, the Department of Enrollment Management and Athletics will report to Rodney Jenkins, Vice President for Community Relations.

The goals of this restructure are to create a more holistic student experience, to flatten our reporting structure to create more effective and efficient communication lines, to establish a more traditional admission team and process, and to increase our enrollment, retention and completion numbers.

To that end, I will re-establish the Strategic Enrollment Management Committee. This cross functional, college-wide committee will be tasked with streamlining the processes to help reduce the barriers to student enrollment and retention.

Athletics

Also effective today, Athletic Director Brad Clifford will report to the Vice President of Community Relations. Brad will leverage our already excellent athletics teams to be an additional driver of enrollment, heightened source of college pride and community engagement and a revenue generator.

Phase Two

Academics

Phase two will be our academic reorganization and I expect that implementation to begin in January. Dr. Ryan has been working with faculty on a comprehensive plan to expand Open Educational Resources. We are also examining online learning. We will engage the faculty to examine our governance structures and matrix, academic structure, and assessment programs. This will take a little longer because I want to solicit input from academic stakeholders and come up with integrated solutions that meet the needs of the college and the faculty and lead to learning excellence. In my mind, learning excellence is an institutional commitment to improve teaching and learning. It's also recognition that teaching and learning happens inside and outside the classroom. It is all of us working toward an understanding of the formal and informal learning that is experienced by our students. Learning excellence moves beyond a set of principles and outcomes-it is a set of beliefs at the core- that determine an organization's way of thinking and being and how that shapes the learning environment and what happens there.

I know that change produces anxiety, so I just want everyone to know that I wasn't interested in eliminating any positions but leveraging the strengths of people we have and using those strengths where we need them to accomplish our goals. In addition, it is important to note, this reorganization was accomplished through reallocation of existing positions. No employees lost salary, and some employees received promotions or job title changes to better describe their jobs. You may find updated organizational charts online that reflect most of these changes. Some of the charts are still being worked on and will be added when they are completed. www.yc.edu/charts.

Thank you for your patience in awaiting this communication and I ask for your continued patience as we transition to the new structure.

Thank you for all that you do to support YC and our students.

Lisa B. Rhine, Ph.D.

President

