



EASTERN
ARIZONA
COLLEGE

2030

.....
STRATEGIC PLAN





MESSAGE FROM THE PRESIDENT

Honoring Our Legacy. Planning Boldly.



A handwritten signature in black ink that reads "Todd Haynie". The signature is fluid and cursive, written over a white background.

Todd Haynie
President, Eastern Arizona College

I'm thrilled to share the 2030 Strategic Plan for Eastern Arizona College. Building on prior successes, this new roadmap reflects both who we are and who we aspire to be as we continue serving our students and region with excellence.

For 138 years, Eastern Arizona College has stood as a place of opportunity, transformation, and hope. Generations of educators, students, and community leaders have shaped the institution into what it is today—a College deeply rooted in service and dedicated to helping individuals and communities thrive. As we look to the future, we do so with gratitude for those who came before us and a shared determination to build upon their accomplishments as we embark on the College's next 138 years of progress.

This plan is guided by my three presidential pillars—student success, community engagement, and fiscal responsibility. These pillars define our direction and remind us of what matters most: supporting every student in achieving their goals, strengthening our partnerships and impact throughout the region, and managing our resources wisely to ensure a strong and sustainable future.

The goals and strategies that follow were developed through thoughtful collaboration among our faculty, staff, students, governing board members, and community partners. Together, we have crafted a vision that honors our remarkable history while preparing us to meet the opportunities and challenges ahead with creativity, purpose, and confidence.

The 2030 Strategic Plan is more than a document—it's a shared commitment to continue building a College worthy of its remarkable legacy and essential to the future of our communities. I look forward to all we will accomplish together in the years ahead.

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OUR MISSION

Eastern Arizona College is a student-centered institution that prepares individuals to thrive in a complex, ever-changing world through accessibility, cultural development, and innovative educational programs.

OUR VISION

Inspire and empower students for lifetime success through a sense of community and world-class education.



HOW THE STRATEGIC PLAN WAS DEVELOPED

The Team

EA's Strategic Plan Steering Committee is the College's shared governance body for guiding institutional planning and ensuring alignment with mission and goals. This committee was charged with the development and implementation of the College's strategic plan, serving as a collaborative forum for input, decision-making, and accountability.

Strategic Plan Steering Committee Members

Dr. Susan Wood, Vice President of Academic and Student Affairs

Heston Welker, Vice President of Administration

Keith Alexander, Chief Government Affairs Officer

Kevin Peck, Dean of Business, Computers, ITE, and Prisons

Troy Ainsworth, Director of Fiscal Control

Nathan Smith, Director of Budgets and Purchasing

Kris McBride, Director of Marketing and Public Relations

Candee Skousen, Director of Residence Life

Tammy Powers, Director of Library Services

Erik Lehmann, Director of Enrollment Management

Aaron Westerfield, Director of Accreditation and Effectiveness





Feedback in Action

From the beginning, the development of the 2030 Strategic Plan was grounded in stakeholder input. We prioritized listening to the voices of our campus and community, ensuring that the ideas, concerns, and aspirations shared through surveys, focus groups, and committee discussions directly shaped the plan's direction and content. To bring these voices into the heart of the plan, we engaged in a variety of feedback methods, such as:

Direct Engagement

Employee focus groups (during EA Employee Monster Symposium)

Alumni focus group

Student focus group

Governing Board discussion

Cross-campus discussions with:

- Assessment Committee
- Executive Council
- Student Success Steering Committee
- District Executive Team

Surveys

Employee survey

Community and Business Partnership Survey

School District Leaders Survey

Data and Reports

Past surveys: PACE, Ruffalo Noel Levitz, graduation exit surveys

Institutional data: graduation and transfer rates, student diversity, equity in athletics, cost of attendance, etc.

External reports: Economic Impact Study, AZ Transfer, Integrated Postsecondary Education Data System, etc.



I have made so many friends and grown so much as a person since coming to EA. I feel like myself here, and I feel very supported.

Sophie

from Goodyear, AZ Studying Sociology

STRATEGIC PLAN TIMELINE



KEY STRATEGIC PLANNING TERMS

Mission Statement

Our purpose and reason for being.

Vision Statement

Our aspirations...where we want to be in the future.

President's Pillars

Broad, enduring themes that reflect President Haynie's core priorities and values. These pillars serve as the foundation for the strategic plan, guiding all initiatives and objectives.

Objectives

Specific goals within each initiative that EA aims to accomplish during the 2030 Strategic Plan period. Objectives are measurable and actionable, often tied to one or more pillars.

Strategic Initiatives

Initiatives represent the College's strategic intent and are designed to drive institutional improvement and transformation.

Strategies

Specific approaches or actions that support each Initiative. Strategies outline how the College intends to achieve its goals and address key challenges or opportunities.

Impact Metrics

Metrics that track the College's progress toward achieving its goals and objectives. They may be quantitative or qualitative and are designed to reflect meaningful outcomes across the institution's strategic priorities.





THE 2030 STRATEGIC PLAN

STUDENT SUCCESS AND COMMUNITY ENGAGEMENT

Objective One: Workforce and Transfer Readiness

Objective Two: Innovative Curriculum Development

Objective Three: Student Life Cycle

COMMUNITY ENGAGEMENT AND FISCAL RESPONSIBILITY

Objective Four: EA Engagement Campaign

Objective Five: Alumni Connection

Objective Six: Community and Legislative Partnerships

FISCAL RESPONSIBILITY AND STUDENT SUCCESS

Objective Seven: Enterprise Resource Planning (ERP) Optimization

Objective Eight: Strategic Institutional Planning and Reporting

Objective Nine: Financial Accessibility



STUDENT SUCCESS

Develop a Master Academic Plan

Objectives
1-3

Objectives
7-9



Objectives
4-6

COMMUNITY ENGAGEMENT

Implement an Engagement & Outreach Blueprint

FISCAL RESPONSIBILITY

Execute the Strategic Financial Framework

THE PRESIDENT’S PILLARS

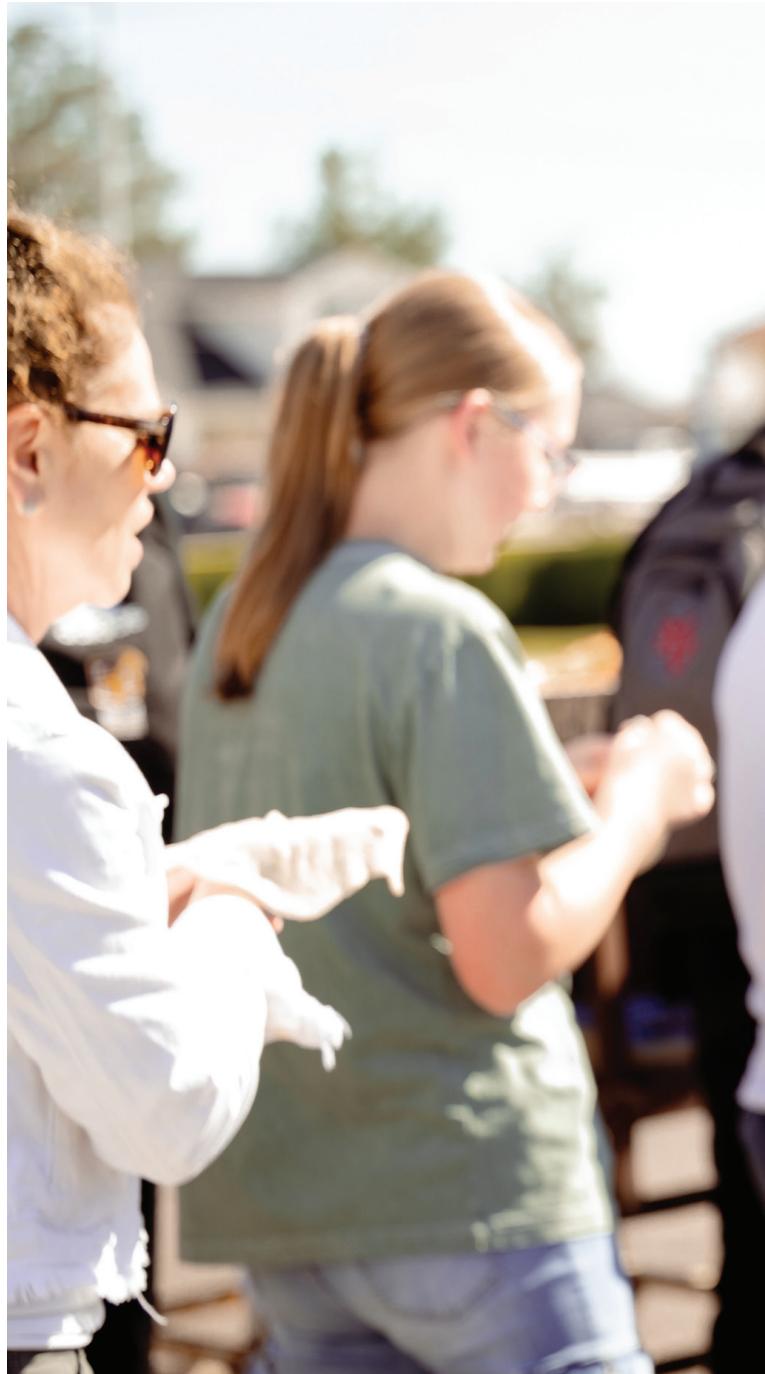
President’s Pillars & Initiatives	Objectives
<p>STUDENT SUCCESS AND COMMUNITY ENGAGEMENT Develop a Master Academic Plan</p>	<p>Objective 1: Workforce and Transfer Readiness</p>
	<p>Objective 2: Innovative Curriculum Development</p>
	<p>Objective 3: Student Life Cycle</p>
<p>COMMUNITY ENGAGEMENT & FISCAL RESPONSIBILITY Implement an Engagement and Outreach Blueprint</p>	<p>Objective 4: EA Engagement Campaign</p>
	<p>Objective 5: Alumni Connection</p>
	<p>Objective 6: Community and Legislative Partnerships</p>
<p>FISCAL RESPONSIBILITY AND STUDENT SUCCESS Execute the Strategic Financial Framework</p>	<p>Objective 7: ERP Optimization</p>
	<p>Objective 8: Strategic Institutional Planning and Reporting</p>
	<p>Objective 9: Financial Accessibility</p>

Strategies	Impact Metrics
<ul style="list-style-type: none"> → Develop workforce advisory partnerships → Strengthen the early college program and enhance dual enrollment courses → Improve transfer success 	
<ul style="list-style-type: none"> → Pursue microcredentials in alignment with workforce needs → Expand and enhance our bachelor's degree portfolio → Promote innovative teaching through robust Open Educational Resources (OER) initiatives and responsible AI integration 	<p>Post-Graduation Success Rate</p>
<ul style="list-style-type: none"> → Because research shows greater student success when meaningful connections are made, foster student engagement through student-led programming, leadership, and a sense of belonging → Strengthen student support services (financial aid, advising) → Implement a student mentorship program for first-time students; family engagement 	<p>Early College & Dual Enrollment Growth</p>
<ul style="list-style-type: none"> → Simplify the fiscal report to communicating fiscal strength → Boost EA's visibility through strategic marketing → Communicate value to the community through EA Roadshows 	<p>Community Partnership Engagement</p>
<ul style="list-style-type: none"> → Increase alumni engagement 	
<ul style="list-style-type: none"> → Strengthen community and legislative partnerships 	<p>Institutional Value Perception</p>
<ul style="list-style-type: none"> → Optimize the student and Business Operations Systems → Build an ERP Governance structure → Document standard operating procedures 	<p>Positive Net Position</p>
<ul style="list-style-type: none"> → Develop a method to evaluate program insight and planning → Track and publish key financial and enrollment indicators → Use the Master Facilities Plan to align physical infrastructure with institutional priorities and student needs → Ensure strategic use of campus resources, such as camps, events, to maximize enrollment, public perception of EA, and student experience 	<p>Student Satisfaction with Services</p>
<ul style="list-style-type: none"> → Explore avenues for decreasing net cost for students → Strengthen scholarships opportunities 	

STUDENT SUCCESS AND COMMUNITY ENGAGEMENT

Develop a Master Academic Plan

Eastern Arizona College is launching a Master Academic Plan to ensure our programs meet the evolving needs of students and the workforce. This initiative focuses on strengthening transfer pathways, expanding career readiness, and fostering innovation in curriculum and teaching. By aligning academic offerings with community and industry needs, we aim to empower students with relevant skills and meaningful opportunities.





OBJECTIVE ONE

Workforce and Transfer Readiness

Eastern Arizona College will build strong advisory partnerships with industry leaders and expand dual enrollment opportunities to better prepare students for transfer and career success.



→ Strategies

- ✓ Develop workforce and advisory partnerships
- ✓ Strengthen the early college program and enhance dual enrollment courses
- ✓ Increase transfer success

OBJECTIVE TWO

Innovative Curriculum Development

Eastern Arizona College will pursue microcredentials aligned with workforce needs, expand bachelor's degree offerings (with a goal of three new degrees over five years), and promote innovative teaching through OER and responsible integration of AI.

→ Strategies

- ✓ Pursue microcredentials in alignment with workforce needs
- ✓ Expand and enhance bachelor's degree portfolio
- ✓ Promote innovative teaching through OER initiatives and responsible AI integration



OBJECTIVE THREE

Student Lifecycle

Eastern Arizona College will increase early college enrollment, strengthen student services such as financial aid and advising, and launch a peer mentorship program to support first-time students and engage families.



→ Strategies

- ✓ Because research shows greater student success when meaningful connections are made, foster student engagement through student-led programming, leadership, and a sense of belonging
- ✓ Strengthen student support services
- ✓ Implement a student mentorship program for first-time students



EA is small so the classes are small and you can succeed in your classes with more 1 on 1 teaching, and makes it worth every penny.

Addi
from Mesa, AZ Studying Nursing

COMMUNITY ENGAGEMENT
AND FISCAL RESPONSIBILITY





Implement an Engagement and Outreach Blueprint

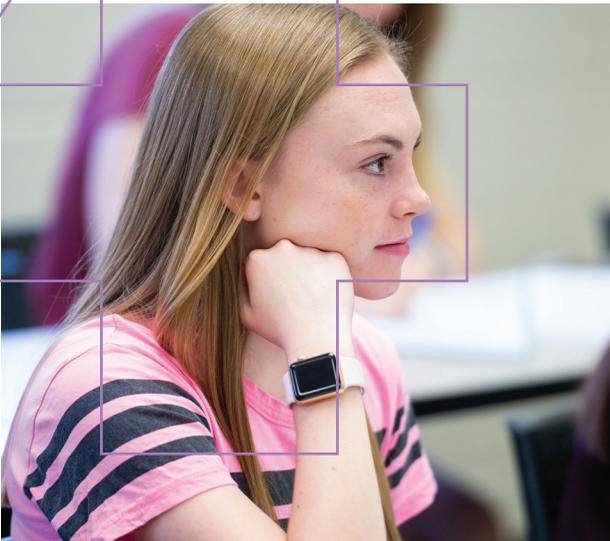
Eastern Arizona College's engagement and outreach blueprint is designed to deepen our connection with the community and communicate the value of our institution. This initiative will elevate our visibility, foster alumni and legislative partnerships, and ensure that our fiscal strength and educational impact are clearly understood by stakeholders across the region.



OBJECTIVE FOUR

Eastern Arizona College Engagement Campaign

Eastern Arizona College will simplify fiscal reporting to clearly communicate our financial strength to the Governing Board and community, and boost visibility through strategic marketing and geographic branding.



→ **Strategies**

- ✓ **Simplify financial reports to communicate fiscal strength**
- ✓ **Boost EA's visibility through strategic marketing**
- ✓ **Communicate value to the community through EA roadshows**

OBJECTIVE FIVE

Alumni Connection

Eastern Arizona College will strengthen alumni engagement to build a dynamic network that supports recruitment, scholarships, and community partnerships. Alumni are authentic ambassadors who elevate EA's reputation and foster meaningful connections. Their involvement enhances mentorship, advocacy, and long-term institutional growth.

→ Strategies

- ✓ Pursue microcredentials in alignment with workforce needs
- ✓ Expand and enhance bachelor's degree portfolio
- ✓ Promote innovative teaching through OER initiatives and responsible AI integration



OBJECTIVE SIX

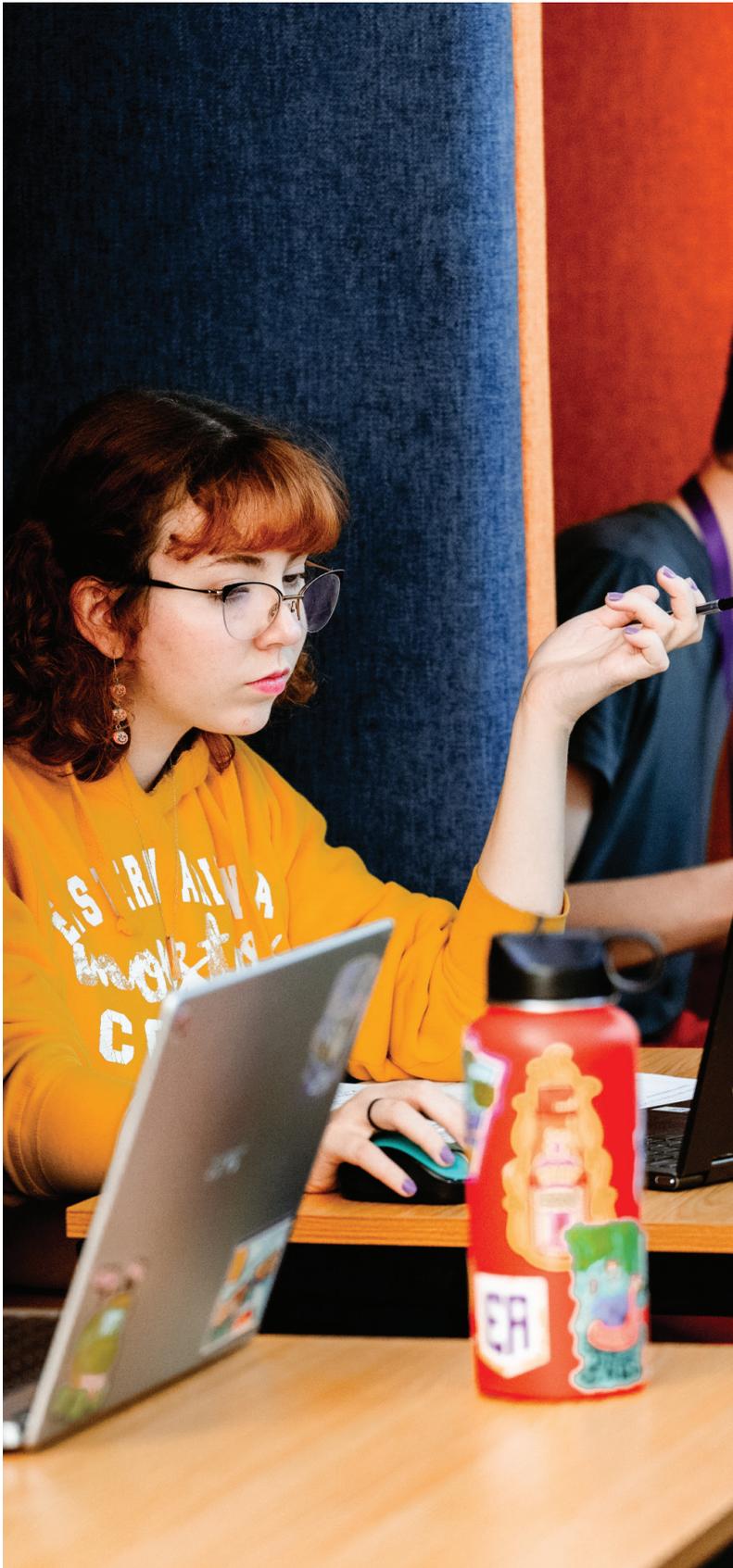
Community and Legislative Partnerships

Eastern Arizona College will strengthen relationships with key stakeholders—including state legislators, local schools, hospitals, and industry partners—through initiatives like the EA roadshow, which brings our message directly to the community.



→ Strategies

- ✓ Strengthen community and Legislative partnerships



I picked EA because I wanted a small-town school that wasn't in a big city with a lot of people. It is very welcoming, and there are a lot of fun activities to get to know your peers.

McKenna
from Gold Canyon, AZ Studying Psychology & Social Work



FISCAL RESPONSIBILITY AND STUDENT SUCCESS

Execute the Strategic Financial Framework

To ensure long-term sustainability and student affordability, Eastern Arizona College is implementing a strategic financial framework. This initiative focuses on optimizing systems, evaluating program viability, and expanding scholarship opportunities—reinforcing our commitment to fiscal responsibility and student success.





OBJECTIVE SEVEN

Enterprise Resource Planning Optimization

Eastern Arizona College will enhance its student and financial systems, establish ERP governance, and document standard operating procedures to improve efficiency and decision-making.



→ **Strategies**

- ✓ Optimize the student and business operations systems
- ✓ Build an ERP governance structure
- ✓ Document standard operating procedures

OBJECTIVE EIGHT

Strategic Institutional Planning and Reporting

Eastern Arizona College will strengthen strategic planning and reporting to guide informed decision-making that advances student success and institutional sustainability. Through the Master Facilities Plan and key financial and enrollment indicators, the College will align campus resources, space, and programming with goals for growth, engagement, and impact.

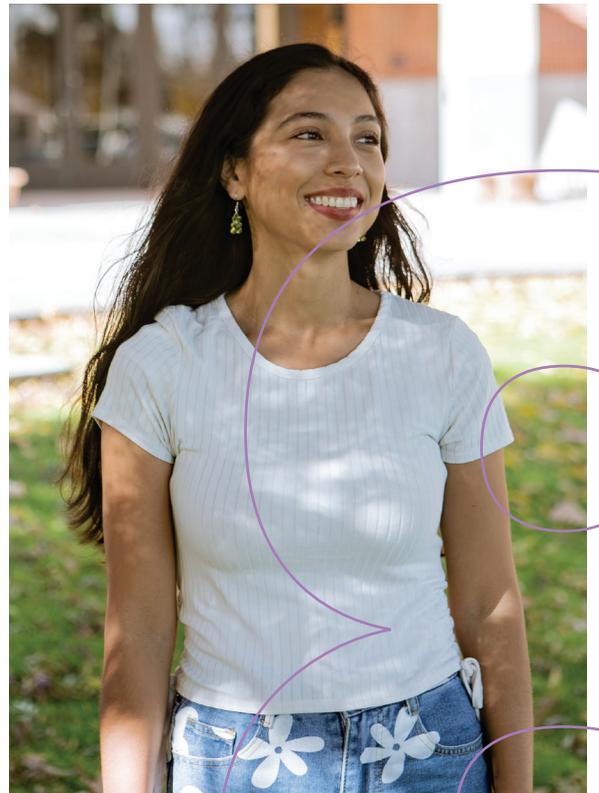
→ Strategies

- ✓ **Develop a method to evaluate financial health of programs insight and planning**

- Track and publish key financial and
- ✓ **enrollment indicators**

- Use the Master Facilities Plan to align
- ✓ **physical infrastructure with institutional priorities and student needs**

- Ensure strategic use of campus resources, such as camps and events, to
- ✓ **maximize enrollment, public perception of EA, and student experience**



OBJECTIVE NINE

Financial Accessibility

Eastern Arizona College will reduce financial barriers by lowering the net cost of attendance and expanding scholarship opportunities that support academic and career success. Making college more affordable is essential to ensuring equitable access and empowering all students to pursue their educational and career goals.



→ Strategies

- ✓ Explore avenues for decreasing net cost for students
- ✓ Strengthen scholarship opportunities



I picked EA because it was quality, small town, and it allows me to go to school debt free and start a degree that will help me become an optometrist.

Adam
from Eagar, Arizona Studying Chemistry

HIGHER LEARNING COMMISSION (HLC) CRITERIA FOR ACCREDITATION

Crosswalk for the 2030 Strategic Plan

	INITIATIVE 1 Student Success & Community Engagement		
	Objective 1	Objective 2	Objective 3
CRITERION 1 Mission	X	X	
CRITERION 2 Integrity: Ethical and Responsible Conduct			X
CRITERION 3 Teaching and Learning for Student Success	X	X	X
CRITERION 4 Sustainability: Institutional Effectiveness, Resources, and Planning			

The Criteria for Accreditation convey the standards of quality by which HLC determines whether an institution merits accreditation or reaffirmation of accreditation. Recognition of the widely varying institutional missions across HLC’s membership is essential to these Criteria as standards of quality.

Criterion 1 - Mission

The institution’s mission is clear and articulated publicly; it guides the institution’s operations.

Criterion 2 - Integrity

Ethical and Responsible Conduct. In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.



INITIATIVE 2
Community Engagement & Fiscal Responsibility

Objective 4	Objective 5	Objective 6
X		
X	X	X
	X	X

INITIATIVE 3
Fiscal Responsibility & Student Success

Objective 7	Objective 8	Objective 9
		X
X	X	
X	X	X

Criterion 3 - Teaching and Learning for Student Success

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness in fulfilling its mission. The rigor and quality of each educational program is consistent regardless of modality, location or other differentiating factors.

Criterion 4 - Sustainability

Institutional Effectiveness, Resources, and Planning. The institution's resources, structures, policies, procedures and planning enable it to fulfill its mission, improve the quality of its educational programs, and respond to future challenges and opportunities.

GRAHAM COUNTY COMMUNITY COLLEGE DISTRICT GOVERNING BOARD

The dedicated members of the Graham County Community College District Governing Board represent the community's voice. Together, they guide Eastern Arizona College's strategic direction, uphold transparent governance, and advocate for educational opportunities throughout the region.



Jeff Larson, *Chair*



Brad Montieth, *Secretary*



Lois Ann Moody, *Member*



Tina McMaster, *Member*



Vince Kieffer, *Member*

The Smart Higher Education **Destination.**
EASTERN ARIZONA COLLEGE

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